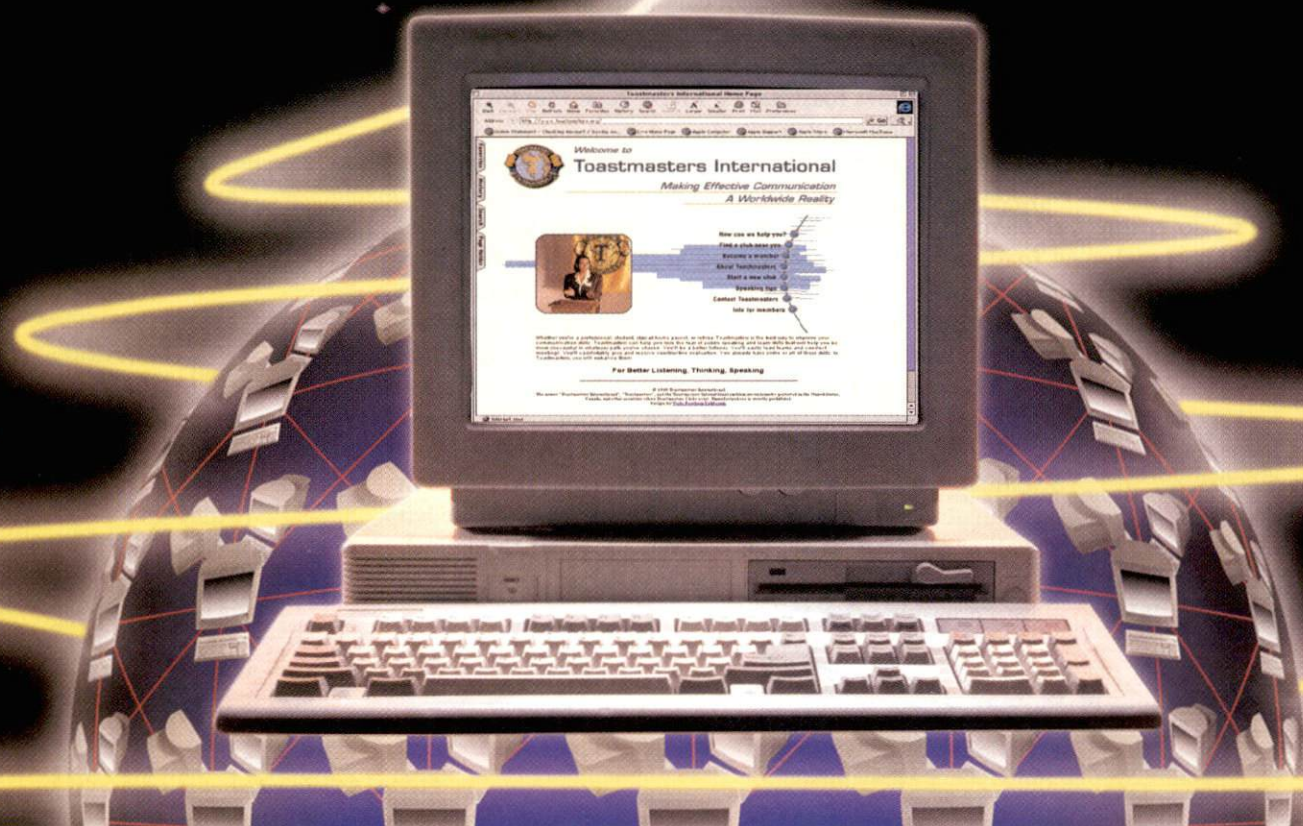


The TOASTMASTER®

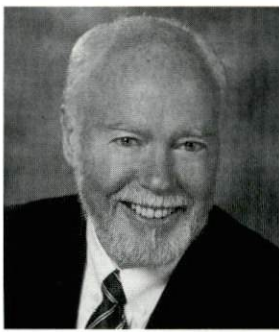
MAY 2000

TI Is Only a Mouse Click Away

Use www.toastmasters.org to order supplies and locate forms and documents.



ALSO INSIDE: | No More Noodle Knees • How to Tell the Truth with Statistics



VIEWPOINT

Mentoring Makes the Difference

One of the great controversies of the past century concerned this question: Which is primary in human development, nature or nurture? Is our destiny and potential determined purely by our genetic makeup, or is the crucial factor the environmental influences we experience? If we pursue this thought far enough we'll find implications for us as Toastmasters, particularly pertaining to mentoring.

When we become Toastmasters, each of us brings natural gifts, capabilities and limitations to the experience (nature). At the same time our program, over the past 75 years, has demonstrated people's tremendous capability to change, to become empowered to achieve – often far beyond their initial goals and expectations – in the caring climate of our Toastmasters clubs (nurture).

In this process the mentor relationship is vital. Mentoring is essentially the age-old art of teaching, coaching and encouraging, as the mentor and protégé establish a relationship of nurture and support. The mentor relationship is a powerful one, and also, I would suggest, the most underutilized dimension of our educational program.

Think about this: Most of us could probably list at least 100 people who've supported us and taught us in important ways – inside and outside Toastmasters. We also could isolate a few individuals who have made a profound difference for us, without whose wisdom and nurture our lives would be greatly diminished. We could probably count them on one hand – a coach, perhaps, or a minister, teacher, or fellow Toastmaster. I have such mentors, we all do. And we owe them a debt of profound gratitude.

How can we make the most of mentoring? In our clubs, let's make sure that every new member – every single one – is assigned a mentor, and beyond that, let's also ensure our mentors are actively involved in the development and growth of each new Toastmaster. Our mentors have at their disposal the time-tested Toastmasters tools of encouragement, focusing and building on strengths, helpful coaching to improve, and always reinforcing and recognizing our members' progress. And let's keep in mind the responsibility we all have to coach and groom new leaders for Toastmasters – and for the world.

Let's not take our mentors for granted. Why not take a moment and thank someone who has served as a mentor for you? Some 20 years ago in Germany my first mentor in Toastmasters was Purvy Purviance, DTM (who now lives in Albuquerque and is still an active Toastmaster). Indeed I likely would have left this wonderful organization 18 years ago if he had not provided the knowledge, encouragement and support only a mentor can give. Thanks, Purvy. You were there for me, and that has made all the difference.

Tim Keck, DTM
International President

The TOASTMASTER

Publisher TERRENCE MCCANN
Editor SUZANNE FREY
Associate Editor KELLY ANN LACASCIA
Editorial Assistant MADGE HAMMOND
Graphic Design SUSAN CAMPBELL

TI OFFICERS AND DIRECTORS

Founder DR. RALPH C. SMEDLEY

OFFICERS

International President TIM KECK, DTM
2333 Kapiolani Blvd., #2108
Honolulu, HI 96826

Senior Vice President JOANNA MC WILLIAMS, DTM
17610 Midway #134-349
Dallas, TX 75287

Second Vice President ALFRED R. HERZING, DTM
20365 Via la Vieja
Yorba Linda, CA 92887

Third Vice President GAVIN BLAKEY, DTM
46 Corona Avenue QLD 4060
Australia

Immediate Past President TERRY R. DAILY, DTM
2715 Garland Lane N.
Plymouth, MN 55447

Executive Director TERRENCE J. MCCANN
Toastmasters International
P.O. Box 9052
Mission Viejo, CA 92690

Secretary-Treasurer MARCIE POWERS
Toastmasters International
P.O. Box 9052
Mission Viejo, CA 92690

DIRECTORS

DILIP R. ABAYASEKARA, DTM
17 Round Hill Road
Camp Hill, PA 17011

ROBERT P. BRENTIN, DTM
5910 Woodcliff Drive
Midland, MI 48640

J. ANDRÉE BROOKS, DTM
7080 Hollyberry Road, SW
Roanoke, VA 24018

DWIGHT C. EDSTROM, DTM
139 Cleveland
Rapid City, SD 57701

PATRICIA FONG, DTM
6657 Gloria Drive
Sacramento, CA 95831

MARSHA A. JAMES DAVIS, DTM
1340 S. Beverly Glen Blvd., #308
Westwood, CA 90024-5224

MARJORIE J. KENNEDY, DTM
5110 High Pointe Drive
Pensacola, FL 32505

GLEN E. MURPHY, DTM
134 Tarawera Road
Rotorua, New Zealand

RUTH S. NEWSOME, DTM
504 Hickory Road
Bristol, TN 37620

SUSAN NIVEN, DTM
21080 - 20th Avenue
Langley, B.C., Canada V2Z 2G3

TERRY G. SCHUTT, DTM
714 White Horse Pike, Apt. 7
Oaklyn, NJ 08107

GREGORY D. SCOTT, DTM
17130 Van Buren Blvd., #95
Riverside, CA 92504

JOHN D. SMELSER, DTM
2714 Avalon Court
Richmond, TX 77469

PAULA D. TUNISON, DTM
P.O. Box 26338
Austin, TX 78755

JOHNNY T. "PAWE" UY, DTM
c/o Rosta's Colon, Colon Street
6000 Cebu City
Philippines

JAMES A. VOGELE, DTM
4756 Hamilton Avenue
Cincinnati, OH 45223

SHELLEY D. WALKER, DTM
54 Ravine Drive
Winnipeg, Manitoba, Canada

FLOY C. WESTERMEIER, DTM
57839 Inglewood Lane
Glenwood, IA 51534

For information on joining or building a club, call:
1-800-9WE-SPEAK • Or email: clubs@toastmasters.org
World Wide Web: <http://www.toastmasters.org>

To place advertising or submit articles, contact:

TOASTMASTERS INTERNATIONAL
PUBLICATIONS DEPARTMENT
P.O. BOX 9052 • MISSION VIEJO, CA 92690 USA
(949) 858-8255 • FAX: (949) 858-1207
email: sfrey@toastmasters.org

To order frequently requested documents, call:
FaxBack (949) 858-4185

THE TOASTMASTER Magazine (ISSN 00408263) is published monthly by Toastmasters International, Inc., 23182 Arroyo Vista, Rancho Santa Margarita, CA 92688, U.S.A. Periodicals postage paid at Mission Viejo, CA and additional mailing office. POSTMASTER: Send address change to THE TOASTMASTER Magazine, P.O. Box 9052, Mission Viejo, CA 92690, U.S.A. Published to promote the ideas and goals of Toastmasters International, a non profit educational organization of clubs throughout the world dedicated to teaching skills in public speaking and leadership. Members' subscriptions are included in the \$18 semi annual dues.

The official publication of Toastmasters International carries authorized notices and articles regarding the activities and interests of the organization, but responsibility is not assumed for the opinions of the authors of other articles.

Copyright 1999 by Toastmasters International, Inc. All rights reserved. Reproduction in whole or in part without written permission is prohibited. Not responsible for unsolicited material.

Toastmasters International, THE TOASTMASTER, and the Toastmaster International Emblem are trademarks of Toastmaster International registered in the United States, Canada, and many other countries. Marca registrada en Mexico. Printed in U.S.A.



Contents

May 2000

Volume 66, no. 5

features

8 **HOW TO TELL THE TRUTH WITH STATISTICS**
The meaning of numbers is rarely self-evident.
By Roy Fenstermaker, DTM



16 **NO MORE NOODLE KNEES**
Preparation goes a long way toward quelling pre-speech jitters.
By Patricia L. Fry, CTM



24 **TI IS ONLY A MOUSE CLICK AWAY**
Use www.toastmasters.org to order supplies and locate forms and documents.

28 **TOASTMASTERS' 2000 GOLDEN GAVEL RECIPIENT: NIDO QUBEIN**
Blessed with opportunities.

6 **MANNER OF SPEAKING: Walk Your Talk**
By Peter F. Jeff, ATM-B

12 **CAN WE TALK? Leonardo da Vinci – A Toastmaster at Heart**
By Lisa Conley

14 **HOW TO: Literary Readings: Do's & Don'ts For Reading Your Work Aloud**
By Roy Sorrels

20 **TI BOARD REPORT: Building a Better World**

22 **TI FINANCIAL REPORT: January – December 1999**

29 **2000 INTERNATIONAL CONVENTION REGISTRATION FORMS**

31 **HALL OF FAME**

departments

2 **VIEWPOINT: Mentoring Makes the Difference**
By International President Tim Keck, DTM

4 **LETTERS**

5 **MY TURN: Defending the Lectern**
By Lt.C. Robert E. Will, ATM

The Toastmasters Vision:

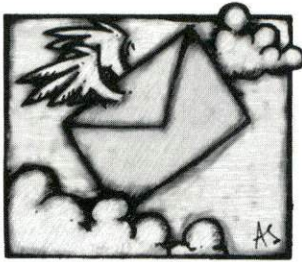
Toastmasters International empowers people to achieve their full potential and realize their dreams. Through our member clubs, people throughout the world can improve their communication and leadership skills, giving them the courage to change.

The Toastmasters Mission:

Toastmasters International is the leading movement devoted to making effective oral communication a worldwide reality.

Through its member clubs, Toastmasters International helps men and women learn the arts of speaking, listening and thinking – vital skills that promote self-actualization, enhance leadership potential, foster human understanding, and contribute to the betterment of mankind.

It is basic to this mission that Toastmasters International continually expand its worldwide network of clubs, thereby offering ever-greater numbers of people the opportunity to benefit from its programs.



LETTERS

LEARNING TO SHOW UP

Thanks to Stephen White for his piece, "The Art of Showing Up," (February). I related to what he said. Last year, I reluctantly entered my club competition in preparation for the International Speech Contest finals held in February at the Zimbabwe Convention. Am I glad I showed up!

I won the prepared and the evaluation competitions. And for showing up at the club competition, I received the greatest trophy of all – encouragement and motivation. I placed second at the contest and each day I look at the trophy on my office desk and see an everlasting tribute to showing up. Besides that, I carried home a ward of addresses of new friends from South Africa and Malawi.

To other Toastmasters: Lose your fear of showing up and win your confidence back. By showing up, we are affirming our commitment to personal and club goals.

Busani Bafana, CTM • Flamboyant Club 5179-74 • Bulawayo, Zimbabwe

INVESTMENT IN TM PAYS OFF

When my neighbor told me he was getting married, I offered my services as emcee. I never thought he would take me up on my offer, but he did.

I hosted the wedding and received a huge confidence boost when guests complimented me on my performance. Although I was nervous, the experience was rewarding and I enjoyed it. Toastmasters has given me the confidence that I needed to go out and try something new.

Kathleen Waters, CTM • Ballina Birdwing Club 9334-69 • NSW, Australia

IT'S NO JOKE

I greatly enjoyed Roy Fenstermaker's article "That's No Joke – It's a Figure of Speech" (February). I'd like to add one more suggestion: When making a quotation or other reference, get your facts straight. George Bernard Shaw, born and raised in Dublin, is an Irishman, not an Englishman. Further, the author needs to distinguish between Ernest "Ernie" Bevin and Aneurin "Nye" Bevan.

James O. Rawcliffe • Concord Spellbinders Club 2993-65 • Dunkirk-Fredonia, New York

A BRIGHTER FUTURE

In 1998 as a prisoner, I attended my first Toastmasters meeting. That evening became one of the catalysts for a new direction in my life. Since joining the Bob Rosenberg club, I have learned so much about myself and others. The confidence and knowledge I have gained will help me in future endeavors.

I want to thank the Toastmasters community for their support of prisoners and prison clubs. If not for them, I would be released from prison without the valuable skills that have given me hope for a brighter future. I hope this

support will change many other inmates' lives, as it has mine. If their outlook and behavior can be changed through Toastmasters, then we have saved numerous victims from senseless crimes.

James E. Lyman III, ATM-B • Bob Rosenberg Club 8653-31 • Norfolk, Massachusetts

THE BENEFITS OF TABLE TOPICS

While running an errand recently, I was approached by a field reporter from a local television station and asked to give my reaction to an incident that caused a school to shut down for the day.

Thanks to regular participation in my club's Table Topics session, I was able to make an on-the-spot statement. Those who saw me on the evening news complimented me on my ability to get my thoughts across effectively and without seeming nervous.

Never underestimate the benefits of Table Topics; encourage guests and members to participate. You never know when you'll have to think on your feet!

Stephen Lambert, ATM-S • Viroqua Toastmasters Club 1559-35 • Viroqua, Wisconsin

COMPETITION BLUES

I was distraught to open the December 1999 issue of *The Toastmaster* magazine and find Eric Guévremont's article "Win at That Speech Contest – Even if You Lose." While Guévremont gave suggestions on improving performance, the title only reinforces the notion that winning is the most important facet of the contest.

The purpose of Toastmasters is to improve members' communication and leadership skills in every walk of life, not to win contests. Very few members compete in contests and with the above title, even fewer will try. At my last area contest, only four clubs were represented. Winning isn't everything.

Michael Ditkoff, ATM • Upstarts Club 6330-36 • Lanham, Maryland

NO ART TO SPEAKING SMUT

I was interested in the thinking behind Stephen White's article, "The Art of Showing Up" (February), but I would like the editorial staff of *The Toastmaster* to be more diligent in filtering out comments that fall short of excellence.

Phrases such as "Good God..."; "the conceit of this smug little brat..."; "a piece of gristle I couldn't... spit out" would not have passed unnoticed by the Evaluator, Grammarian or General Evaluator in any of the three clubs I have belonged to in the past 20 years.

The 10 speeches needed to achieve a CTM should be based on vocabulary that offends no one, with or without a trophy.

Clive Warren-Smith, DTM • Springwood Toastmasters Club 4796 • NSW Australia

By Lt.C. Robert E. Will (Ret.)



Defending the Lectern

IT SEEMS TOASTMASTERS PLACE AN INORDINATE AMOUNT OF emphasis on how much a speaker moves around on the platform. We usually consider a lectern “off limits” for any experienced speaker and expect him or her to move around

– whether or not such movement contributes to the effectiveness of the speech.

I agree that speaking without a lectern can be very effective and brings the speaker closer to the audience, but it also can be distracting. The purpose of gestures, expressions and body language is to reinforce the vocal language. They should be used only if they heighten or intensify the speaker’s message. Conversely, any action, gesture or movement that might distract the listener – or even one that simply doesn’t enhance the message – ought to be avoided.

Some of the greatest speeches ever made were delivered from lecterns: John F. Kennedy’s inaugural address, for example. Granted, security concerns made it prudent for Kennedy to minimize exposure, but I doubt his message would have been stronger had he walked around on the stage instead.

A speaker in a wide auditorium develops audience rapport by moving across the stage. However, at a recent speech contest, I watched a speaker move back and forth across the full width of the stage several times. I also noticed that he was not making eye contact with the listeners closest to him, but rather looked diagonally across the auditorium to the section farthest from him, I found this habit distracting and found it hard to listen to his message. I probably was not the only distracted audience member, but the judges didn’t seem to mind: He was awarded second place in the contest.

Avoiding the lectern proves to the audience that the speaker has memorized the speech and does not need to refer to notes. Is that important? Is our primary goal mem-

orization or is it effective delivery? Is the reference to notes as a means of ensuring a smooth and accurate delivery a “no-no”? Is a speaker to be penalized because his short-term memory is impaired?

People who are invited to present their messages to willing listeners do not always have the time to spend memorizing. They develop the important skill of giving a speech without sounding and looking as if they are reading it, and they manage to maintain eye contact with the audience while reading. That is a skill I think ought to be given more emphasis in our Toastmasters training.

For many years, I was a public relations officer for the United States Air Force. I ran a speakers bureau and did quite a bit of speaking myself. My prior experience as a radio announcer forced me to learn how to read aloud without sounding as if I were reading. I learned to write a speech, rehearse it a few times and then read it as the after-dinner speaker at a Better Business Bureau meeting without losing any of the spontaneity and intimacy required. Of course, I needed a lectern and one was always made available to me. I seriously doubt that I’d have been more effective had I abandoned the lectern and strolled around the dinner tables.

Corporate employees are often required to give presentations at sales meetings, seminars and conferences; in fact they may be called on to present a “paper” at such gatherings. I am distressed to see the emphasis being directed away from the practice of such a skill. Many of our members are going to need that training some day. Toastmasters should help them get it. **T**

“Avoiding the lectern proves to the audience that the speaker has memorized the speech and does not need to refer to notes. Is that important? Is our primary goal memorization or is it effective delivery?”

Lt.C. Robert E. Will, ATM, is a retired public relations officer for the United States Air Force and a member of Mililani Club 5244-49 in Mililani-Wahiawa, Hawaii.



Walk Your Talk

Abandon the lectern and speak with even more abandon. That's what the most effective Toastmasters do – they do their own imitation of Elizabeth Dole at the 1996 Republican convention. She surprised the national television audience by abandoning the lectern and stepping down from the podium into the audience. She literally walked her talk on behalf of her husband, Bob Dole, and his nomination for President of the United States. Mrs. Dole connected more personally and more poignantly with the audience by stepping out from behind the lectern. With no notes.

Can we Toastmasters learn how to accent our delivery like that? Can we learn how to speak with our feet? Can we learn from professional speakers like Zig Ziglar, who seems to choreograph his presentations much like a professional ice skater or dancer? In one recent 78-minute presentation, Ziglar moved 22 times. And with each of those moves to the center, left or right, he bent down on one knee for greater

impact. As he knelt, his voice dropped an octave and dripped with even more feeling and fidelity.

Fidelity? That's how *The New York Times* described the first televised speech in 1927. The newspaper reported that "as each syllable was heard, the motion of the speaker's lips and his changes of expression were flashed on the screen... with perfect fidelity."

How to finesse your fidelity: How can you accent your body language for more impact the next time you deliver a speech? Try to choreograph your presentation. After you write the words, turn your script into a map. Note on the map the path you will take when you leave the lectern. Map the movements, pauses, gestures, vocal variety and props you plan to employ. Then use your map/script as you rehearse. And just like a well-choreographed dance or ice-skating program, your presentation will flow more smoothly and you will engage your audience more fully. Here are five ways to choreograph your next speech:

1 **Marking your steps.** Read through your text and mark paragraphs where you might consider leaving the lectern to walk your talk. In the margin draw triangles that look like arrowheads which point in the direction you want to go.

For example, draw the arrow horizontally to the right to deliver a positive point. The arrow reminds you to move to the right. Draw an arrow horizontally to the left to indicate that portion of the speech where you are presenting a negative point. The arrow will remind you to move to the left.

To indicate your key point, draw an arrow vertically to remind you to walk directly ahead into the audience a few feet, where you might build on your two previous moves from side to side by saying: "And today we are going to



build a new road to the future by imitating the best and learning from the worst." Or you could point the arrow vertically downward if you want to kneel like Zig Ziglar. Your movement adds more meaning to your message.

2 Pause for the cause. Read through the text and look for places in the speech to stop. Pause, take a breath. Let the last word sink in your audience's minds. The sudden pregnant pause will make your movements and your words even more meaningful. To remind you to pause, draw circles in your text and color them red. Think of those circles as tiny stop signs.

3 Billboarding. Review your text for phrases that you want to emphasize with vocal variety. Draw a rectangle around each of those phrases. Bold face and increase the font size in boxes for phrases that you want to deliver especially loud. And italicize and decrease the font size for phrases that you want to whisper. Think of the rectangles as billboards that grab your attention, alerting you to deliver a few very important words. Be sure phrases you draw rectangles around contain fewer than 10 words.

4 Star studding. Review your text and draw a star where you will use a prop or other visual device, such as writing on a flip chart. This technique will force you to look for ways to visually bring your speech alive.

5 Underline gesture words. Read your text and underline words that require gestures for emphasis. Search first for verbs, the action words. Your script might say, "We struggled up the mountain." You would underline the word "struggled." Then search for adjectives, the pic-

ture words. Your script might read, "That mountain looked like a huge fortress." You would underline the word "huge." Then search for descriptive phrases. Your script might read, "A blanket of snow covered the mountain." You would underline the phrase "a blanket of snow."

Don't worry that your gestures will look forced by writing them down. Indicating the gesture in your script is similar to a road sign; it simply alerts you to an expected behavior. And with rehearsal, your gestures will look even more natural and spontaneous. As a comedian said, "My best ad-libs are the ones I rehearsed over and over again."

By using these five techniques to choreograph your speech, you can glance at your text and see those triangles, circles, rectangles, stars and underlines that will make your delivery more powerful. These techniques will help you to present your speech, even without notes. Having written those symbols in your text, you will remember them like road signs guiding your journey.

This choreography technique also works as a tool for speakers who really don't want to leave the security of the lectern. Think of yourself as if you were tethered to the lectern and you took a space walk every now and then. That way, you could memorize key sections of your speech and deliver them with notes while walking away from the lectern and into the audience for a few seconds and then returning to the lectern and your notes. That way, you can abandon the lectern and really walk your talk. **1**

Peter F. Jeff, is a member of Steelcase Club 4172-62, Grand Rapids Club 404-62 and of West Michigan Advanced Club 6180-62, all in Grand Rapids, Michigan.

"Indicating the gesture in your script is similar to a road sign: it simply alerts you to an expected behavior."

Humorous one-liners for meetings at hotels or restaurants:

- "I almost didn't make it here this evening...I missed the 7:45 elevator!"
- This hotel has always been a tough venue for me. Last year, one of the waiters tried to administer the Heimlich maneuver on me during my speech!
- Did anyone besides me notice that the Vichyssoise was cold? Or was that *Soup Deja Vu?*
- I remember this hotel. It's known for its slow food service. Last year's program featured an *after-speaker dinner!*
- How about that meal! I never realized Black and Decker made chicken!



Karl Righter, DTM

- I've never spoken in a hotel this fancy. Especially one with glass restrooms that run up and down the inside of the building!
- Did everyone enjoy this evening's special - *Dreaded Veal Cutlet?*
- The committee put me in a really nice suite here. For example, the towels are so fluffy, I can hardly cram them in my suitcase!
- Since we're running late, keep right on choking on your food while we continue the program."

Karl Righter, DTM, a professional speaker, corporate trainer, and humorist, is a 30-year member of Orlando Toastmasters Club 1066-47 in Orlando, Florida, and a past district governor of District 47.

How to Tell the Tr

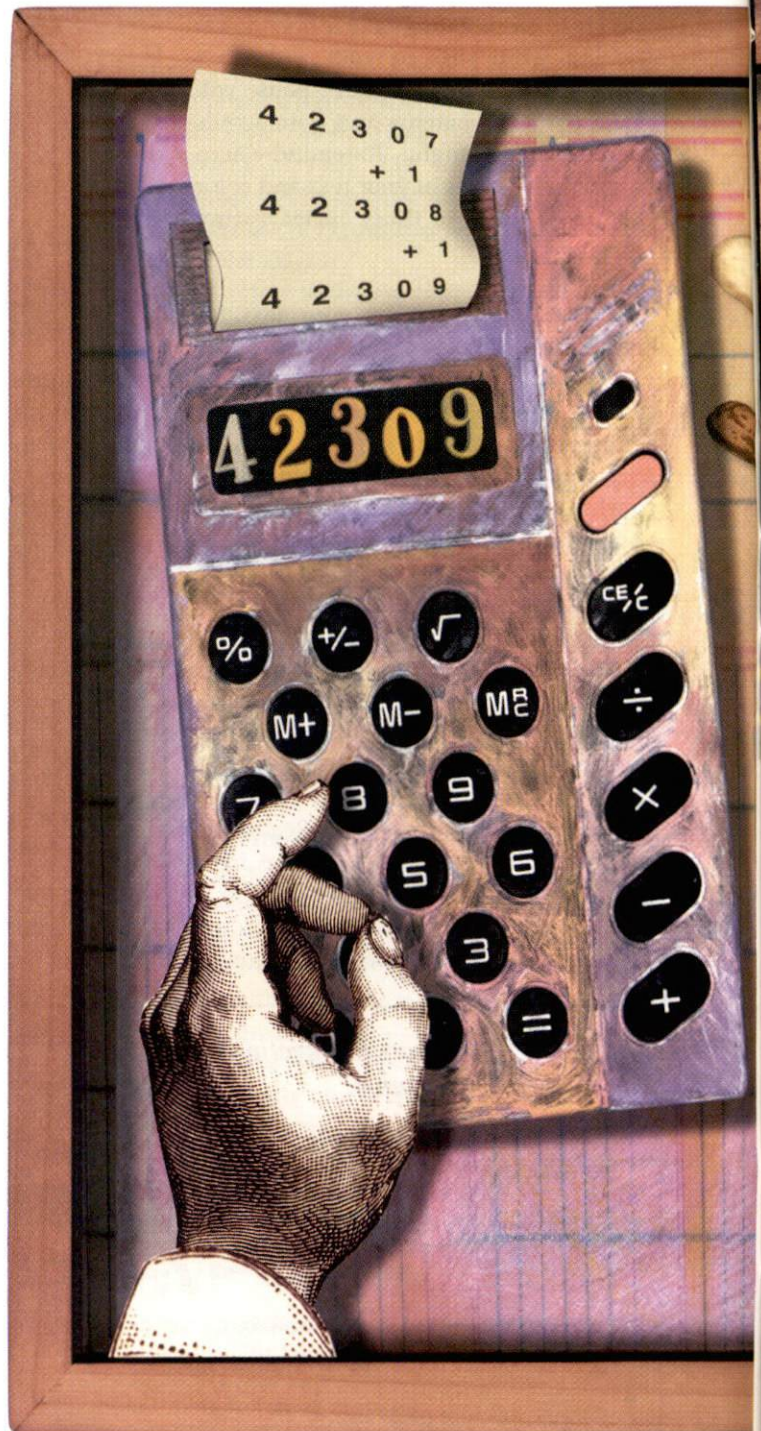
The meaning of numbers is rarely self-evident.

F *aith is a great virtue – but a frail reed when it comes to statistics. I once had a manager who, after being bombarded with statistical data and analyses by his staff, decided to take a basic statistics course. He came away thinking that a statistical trend-line was the next best thing to the discovery of kissing. It was all we could do to disabuse him of his latter-day credulity. A true statistician is one who realizes fully the limitations of his art – or “science” if you want to nit-pick.*

What is statistics? The dictionary defines it as “a science dealing with the collection, classification and interpretation of numerical facts or data which, by the use of mathematical theories of probability, imposes order and regularity on aggregates of more or less disparate elements.” Whew! (There must be a simpler definition somewhere.) In brief, statistics involves making sense out of otherwise discrete numbers.

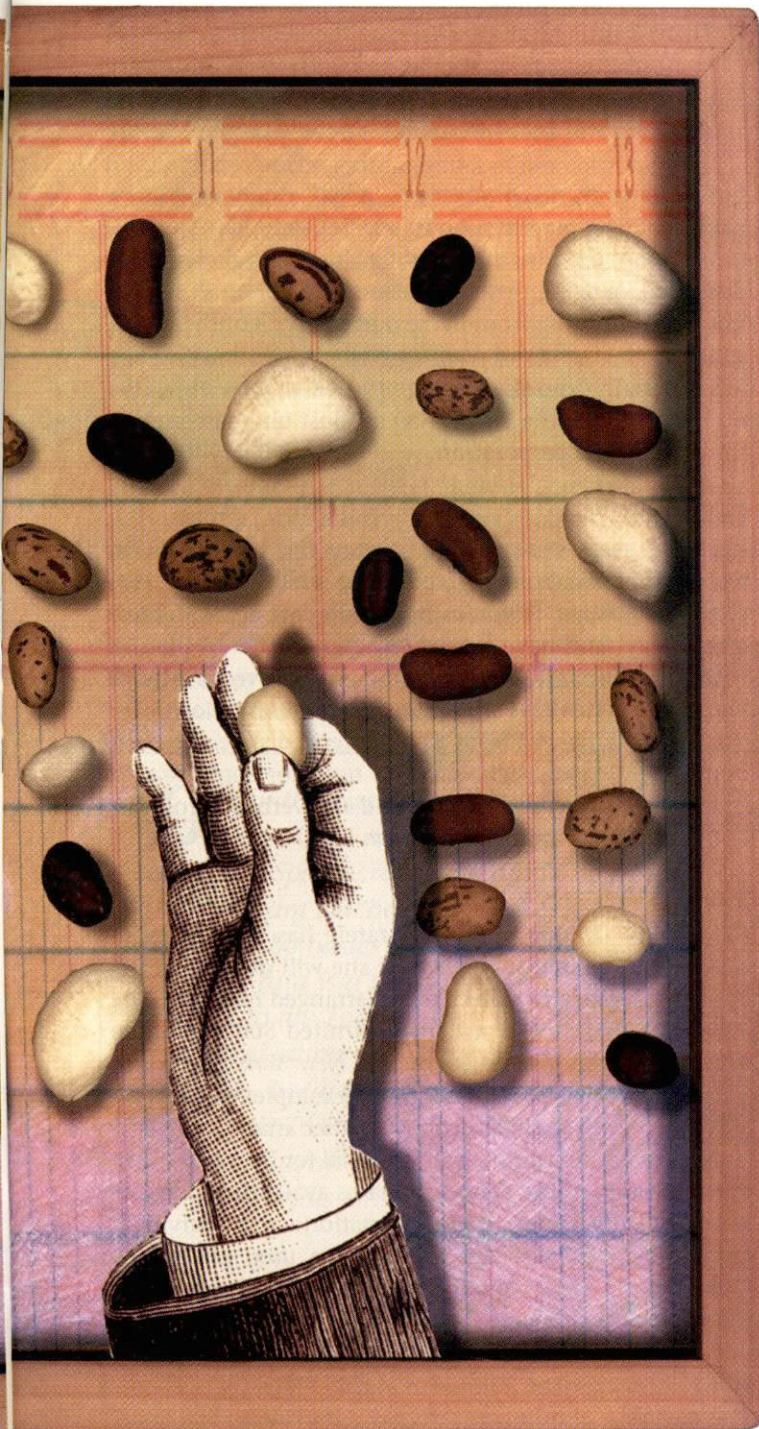
Unfortunately, some practitioners are guilty of making nonsense out of the numbers, wittingly or unwittingly. We hesitate to accuse anyone of deliberately falsifying data, but I ask you: How many of you have been exposed to speeches, presentations and reports in which the numbers were skewed to prove a point rather than to arrive at the truth?

As Toastmasters, let’s abide by the highest standards and use statistics in our speeches prudently and truthfully. The following list of promises is a good start – and is intended to raise a few caveats. All together now:



BY ROY FENSTERMAKER, DTM ■ PHO

Truth with Statistics



PHOTOGRAPHY BY RUSSELL THURSTON

*"There are two kinds of statistics:
the kind you look up
and the kind you make up."*

— REX STOUT

- "I will not knowingly assemble an array of figures to bolster a weak argument."
- "I will not suppress figures that raise doubts about the integrity of my argument."
- "I will make clear to my audience the source of my data – or the lack thereof."
- "I will not, through graphs or charts, distort the true meaning of the numbers."

In today's world, the use of statistics is universal and universally useful. In social security, public health, finance, engineering, public administration and the courts of justice, we have begun to take statistical analysis for granted. As in many other fields of knowledge, progressive refinements have taken place within the last half century that have made statistics immeasurably more useful and applicable. For example, I can recall that during the Great Depression in the 1930s, no one had the foggiest notion of the true extent of unemployment, with estimates ranging from 12 to 25 percent.

In countless areas today we are utterly dependent on accurate figures relating to business, public health and financial data. Without a good handle on marketing trends, consumers' wants, cash flow, asset control and overhead costs by type, the business owner or manager is flying blind.

ADMONITIONS

Many years ago, Darrel Huff wrote a book of considerable vogue titled *How to Lie with Statistics* (W.W. Norton and Co., New York, reissued 1996). However, I must warn you: uncritical reading could lead to spending time at Sing Sing or San Quentin. Instead, I suggest the following:

- ✓ Don't be afraid to show and report numbers your hearers may not like.
- ✓ Be cautious in quoting averages. Recall the legendary statistician sitting on a block of ice with his feet in the oven. "On average," he was comfortable.

- ✓ Recognize the difference between estimating, forecasting and planning. They are not the same. "Estimating" is a guess, educated or otherwise, about what a number was, is or shall be. A "forecast," on the other hand, is an educated estimate about the magnitude of an event likely to happen. A "plan" is an array of numbers and dates (subject to revision) for a future project usually involving people and resources.
- ✓ Extrapolation is a hazardous occupation. Play it safe. If you're forced to forecast, do so in a range of probable results, and document your assumptions in each case. (The disclaimer on mutual fund prospectuses, that "past results are no guarantee of future experience," is well taken.)

SOME CHARTING SUGGESTIONS

Many statistical arrays end up in the form of charts. Let the chart represent the data exactly without bias or prejudice.

- ✓ If the analysis indicates both "good news and bad news," show both sides. Tell it like it is!
- ✓ Simplify! Don't try to put too much on a chart. A limit of seven lines of information is a good goal.
- ✓ Avoid broken scales or geometric scales if these are likely to mislead your audience.
- ✓ Don't overload the chart with financial data, or multiple columns of indecipherable figures.
- ✓ For complex or detailed information, such as in an Income Statement or Balance Sheet, display only the essentials on a chart and supply the rest of the data in a handout.
- ✓ If at all possible, humanize the data. People are not numbers or data; they are human beings. I once heard a social worker say that she had 1500 families in her files, prompting an audience member to ask if the families found it uncomfortable.

Suggested Reading

1. Any standard basic textbook on statistics.
2. Armstrong, Michael: *A Handbook of Management Techniques*. Second Edition, 1993. Kogan Page Ltd., London; Nichols Publishing Company, New Jersey. An outstanding collection of management techniques briefly described and the statistical devices for applying them. (Unfortunately now out of print. Check your Internet bookseller.)
3. Huff, Darrell: *How to Lie with Statistics*. Reissue edition, 1996. W.W. Norton & Company, New York.
4. Mansfield, Edwin: *Managerial Economics*. Third Edition, 1997; W.W. Norton & Company, New York. A comprehensive college text, covering general statistical-economic concepts and business applications.

- ✓ Charts can be made attractive, but should be designed for the needs of the audience. This applies to color, graphics and artwork. We had a manufacturing manager who had his staff prepare flip charts on butcher paper with marking pens for a presentation to top U.S. Air Force officials. Why? They gave him brownie points for his dedication to the budget! His favorite expression was: "It doesn't matter how much it costs, just so it looks cheap!"
- ✓ There is little merit in a briefing the audience can't see or hear. Every chart should be clearly seen and every word clearly understood in the back row. If not, the presentation will fail in its main purpose: communication.

I recall how, many years ago, a staff financial analyst made a budget presentation to our CEO and his vice presidents. In the midst of a briefing, in which a chart was displayed showing tiny figures in seven columns and 20 lines, the CEO rose from his seat in the back of the room, strode to the front and read the chart at a distance of two feet. Then, in dead silence, he returned to his seat. While no heads rolled, the lesson was not lost on chart-makers throughout the corporation.

TECHNOLOGY

In recent years, considerable progress has been made in technical applications for collecting, analyzing and displaying statistics. If you're not up-to-date on the latest technology (and have a need to be), a brief consultation with a "technobrat" among your close relatives or friends may be advisable. Formal business presentations, for example, can benefit from a computerized slide presentation. Most Toastmasters have no need for sophisticated equipment, however, and may find an overhead projector both handy and audience friendly.

SOURCES

The typical speaker or student rarely has the luxury of making an original survey. He or she will depend generally on data already collected and arranged in tables. The annual Statistical Abstract of the United States and the yearly almanacs published by the *New York Times* and *Information Please* provide countless examples of data collected into manageable form for further analysis.

Nowadays the computer is essential for data collection and for access to the many databases available at little or no cost. Universities, trade associations and individual corporations supply data that can be used effectively. Check the Internet! You'll be amazed at the amount of information available.

ANALYSIS

The meaning of numbers rarely is self-evident. Statistical analysis involves tools that are best left to the textbooks. However, a word of caution regarding forecasting is warranted. Forecasting often involves the projection of num-

bers into the future based on what went before. The mechanical calculation of a trend-line for actual data is a simple math procedure, nowadays available on a lowly hand calculator. But beware! The extrapolation of that trend into the future, as Professor John Kenneth Galbraith once put it, "borders on the Roman practice of divination by the entrails of birds."

I once had an employee who by extrapolating a trend-line came up with a prediction that the department would have, in the very near future, almost 35,000 engineers. His forecast would have exhausted the resources of a major corporation.

Correlation is another technique of analysis. I well recall the statistics professor who claimed there was a high positive correlation between the number of economics professors at Berkeley and the consumption of alcohol in Alameda county – but, as he very carefully pointed out (tongue-in-cheek), "This did not necessarily indicate a true cause-and-effect relationship."

DECISION-MAKING

The chief value in statistical analysis is to assist in decision-making. After all, any manager's job is to accomplish a plan on time and within a budget. Decision trees, break-even charts, process flow diagrams, Gantt charts, pie charts and a variety of other statistical devices are everyday tools of management. The statistically illiterate supervisor or manager is a plumber without a wrench, a carpenter without a hammer.

"A case built on flimsy statistics is a house of tissue paper that can be blown away in a trice."

For those having less familiarity with statistics, I recommend taking a basic course at a community college. The elementary algebraic concepts necessary for statistics can be mastered readily. I once had the privilege of teaching the course to a bevy of nurses, most of whom were innocent of algebra. They not only mastered the basics; they gloried in the achievement.

On the other hand, it is well to realize that statistics can't solve the world's problems. It is not a panacea, but a tool that can give valuable insight into both problems and solutions, clarify the meaning of otherwise unorganized data, and illustrate trends that might be hidden to the casual observer. In terms of management, it's money in the bank.

In using statistics, as well as in illustrating them with charts and graphs, it pays to play it safe. Nothing can lose an audience more quickly than to oversell the numbers in order to make a point. And, above all, don't pretend to have knowledge that isn't there. A case built on flimsy statistics is a house of tissue paper that can be blown away in a trice. Alexander Pope, the poet laureate of aphorisms, said it well: "A little learning is a dang'rous thing; drink deep, or taste not the Pierian spring...." T

Roy Fenstermaker, DTM, a former International Speech Contest winner, is a member of Dynamic Foremasters Club 587-F in Santa Fe Springs, California.

One of the best ways to build your Club's membership is through a Speechcraft Program. This program teaches potential members the basics of public speaking and is a great introduction to the Toastmasters Communication and Leadership Program. In fact, many members begin their Toastmasters "career" as a Speechcraft participant.



These materials will help you get started:

___ 203-A	Number One Membership Building Tool	.12
___ 203	Speechcraft Promotional Kit	1.50
___ 205	Speechcraft Starter Kit	15.00
___ 204-H	Speechcrafter's Handbook	1.25
___ 207	An Opportunity to Succeed	.08
___ 261	Participant's Certificates	.30

Your Club's #1 Membership Building Tool!

PAYMENT MUST ACCOMPANY ORDER

- Check or money order enclosed: \$_____ (U.S. FUNDS)
 Please charge my: MasterCard / Visa / AMEX (CIRCLE ONE)

Credit Card No. _____ Exp. Date _____

Signature _____

Club No. _____ District No. _____

Name _____

Address _____

City _____ Phone _____

State/Province _____

Country _____ Zip _____

Mail to:
Toastmasters International
 P.O. Box 9052
 Mission Viejo, CA 92690
 (949) 858-8255
 FAX (949) 858-1207

Standard Domestic Shipping Prices - 2000			
TOTAL ORDER	SHIPPING CHARGES	TOTAL ORDER	SHIPPING CHARGES
\$0.00 to \$2.50	\$1.00	\$5.01 to \$50.00	\$7.15
2.51 to 5.00	2.70	50.01 to 100.00	8.35
5.01 to 10.00	3.40	100.01 to 150.00	10.70
10.01 to 20.00	4.55	150.01 to 200.00	13.60
20.01 to 35.00	6.05	200.01 to _____	Add 7% of total price

For orders shipped outside the United States, see the current Supply Catalog for item weight and shipping charts to calculate the exact postage. Or, estimate based on 50% of order value, unless noted. Add 20% though actual charges may vary significantly. Excess charges will be billed. California residents add 7.75% sales tax.



Leonardo da Vinci –

A Toastmaster at Heart

Think of your greatest heroes and heroines, your most inspirational role models. Would you like to follow in their footsteps? It's always something I think I'm going to do, but I never get around to it. Then I stumbled upon the book: *How to Think like Leonardo da Vinci: Seven Steps to Genius Every Day* by Michael Gelb. And guess what? I found out that by being in Toastmasters I was actually learning to follow the great master's ways. You too can follow in da Vinci's footsteps. Simply use the word of the day, use a theme every day and persevere in spite of failure and adversity.

USE THE WORD OF THE DAY

The first point I identified with was that da Vinci had a "word of the day." In fact, he kept a dictionary of words and, as a result, defined around 9,000 of them. At which point he said, "I possess so many words in my native language that I ought rather to complain of not understanding things than of lacking for words to express my thoughts properly."

Serving as Grammarian and choosing the "word of the day" is a fun meeting task. Club members learn new words and speakers find it challenging to weave the word into their speeches. But why have a "word of the day" only at Toastmasters? You can have a "word of the day" every day of the week and catch up to da Vinci's 9,000 words.

Defining a word per day and using it gives you:

- greater success in your academic and professional career,
- a variety of delightful ways to express yourself, and
- the chance to nurture your curiosity.

Pick a "word of the day" each day, define it in your notebook, day-timer or on a piece of scrap paper and then use it throughout the day. Then you too can follow in da Vinci's footsteps.

CHOOSE A THEME

Secondly, the great artist used themes, just as you use themes in Toastmasters to keep your speeches or meetings focused. Themes help you connect with your audience, emphasize your subject and organize your ideas.

It's simple to choose a theme for your day. Once you select a theme, record your thoughts – either throughout the day or at the end of the day. Keep your descriptions simple and accurate, because that's how you gain the richest observations, according to da Vinci. That means try to hold back your opinions, speculations or theories.

Here's an example of how it works. My theme for one day was "faces." I felt I had been ignoring people, so I chose "faces" as a theme to help me look more closely at the people around me. My observations follow:

Tuesday

- 6:00 a.m. – "He rubbed his bleary eyes trying to force them awake. Hair falling into his eyes, sleep dirt in the corners. A half-hearted attempt at a smile, followed by a yawn."
- 12:00 p.m. – "A jubilant smile covered his small face and twinkling eyes. Roses brushed into his cheeks."
- 12:30 p.m. – "An occasional tear spilled over his eyelids. Nose sniffing, mouth pinched into a pout."
- 4:30 p.m. – "Glazed-over eyes stared blankly out of a weathered old face; her mouth is guarded."

"Themes help you connect with your audience, emphasize your subject and organize your ideas."



Go ahead, make yourself stretch and strengthen your Toastmasters skills by choosing a theme for today. It's another way to follow in da Vinci's footsteps and it offers you:

- insight into how you see the world,
- a chance to focus on topics of interest, and
- a creative approach to organizing your day.

PERSEVERE IN SPITE OF ADVERSITY

The final point that reminded me of Toastmasters was da Vinci's lesson of persevering through adversity. For me, the very act of giving a speech was a trial. With the help

of Toastmasters, I've grown to actually enjoy speaking. Facing adversity has helped me grow.

Toastmasters continually challenges you to keep giving speeches in spite of mistakes. You even receive evaluations to help you improve. Still there are days when your past fears of speaking return to haunt you. Then consider this story about Leonardo da Vinci:

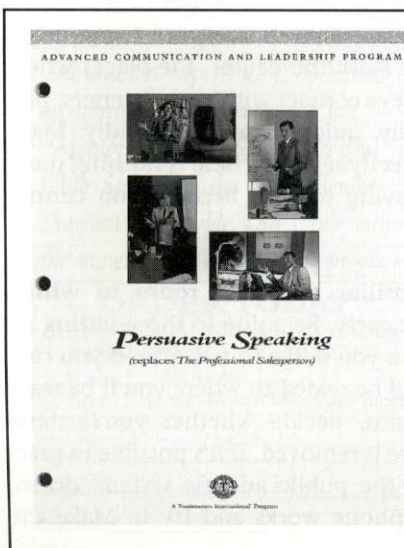
A friend asked da Vinci to be head chef for a major banquet. More than 200 guests were invited. Da Vinci created a grand plan. Each course would be a sculpture – a miniature work of art. He built a new, more powerful stove to cook these works of art. Then he made a complex system of conveyor belts to move plates around the kitchen. Next he designed and installed a sprinkler system in case of fire. He had thought of everything. The banquet would truly be extravagant.

On the day of the banquet, he discovered that the cooks weren't skilled enough to sculpt the food. Being a quick thinker, he brought in 100 of his artist friends to help out. Then the conveyor belt broke, so people were shuffling here and there to get the plates to the next artist. Inevitably, a fire started and pandemonium erupted in the kitchen. Fortunately, the sprinkler system worked and put out the fire. Unfortunately, it washed away all the food and part of the kitchen.

In spite of this grand disaster, da Vinci persevered. He succeeded in completing such masterpieces as the "Mona Lisa" and "The Last Supper." Toastmasters is here to help you persevere. In spite of any disasters, there is always the next speech waiting to become a masterpiece.

As a Toastmaster you are learning to follow in da Vinci's footsteps. Simply use a "word of the day" everyday, choose a theme for each day and persevere over difficulties. **T**

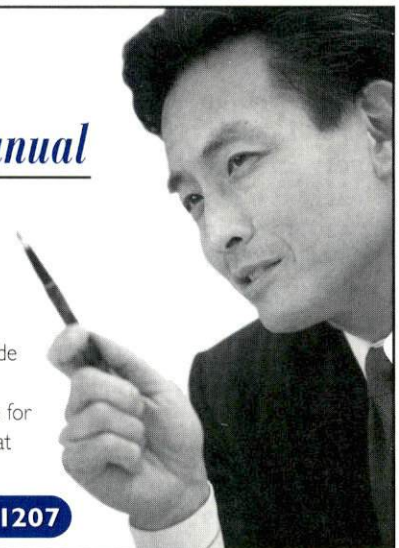
Lisa Conley is a member of Edmonds Club 5538-2 in Edmonds, Washington.

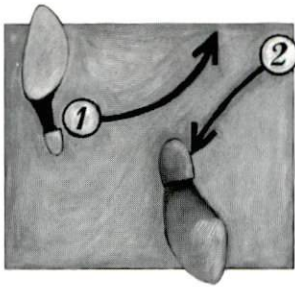


Persuade with TI's New Advanced Manual

Would you like to convince your boss to accept your ideas? Persuade your spouse to take an exotic vacation? Motivate an audience to support your favorite charity? Toastmasters International's new Advanced Communication and Leadership Program manual, *Persuasive Speaking* (Catalog No. 226-1), will give you the skills to persuade others to buy your product, service or idea. The five-project manual, which replaces *The Professional Salesperson*, is available for just \$3 (U.S.) plus postage. Contact the Orders Department at WHQ to purchase your manual today.

Call (949) 858-8255 or Fax (949) 858-1207





HOW TO

By Roy Sorrels

Literary Readings:

Do's & Don'ts

For Reading Your Work Aloud

Writers are often asked to read their work aloud. Bookstores, libraries, poetry festivals, schools and coffee houses are popular venues for showcasing poetry and prose. You don't have to be a professional writer on a cross-country book promotion tour. As soon as your local librarian or bookstore owner discovers that you write, you are likely to be asked to do a public reading of your work. When it goes well, it feels great. Audiences fall in love with you and your work. You share your thoughts and feelings in a way that can be truly rewarding.

Successfully reading poetry or a short story aloud involves a special recipe – part acting, part literary interpretation, part baring of your soul and part public speaking. The skills you've already developed as a Toastmaster will give you an advantage, but there are some special do's and don'ts. I learned them the hard way. Every Sunday for more than three years, I was in charge of the "literary readings" in the auditorium of Bellas Artes, an art and music institute here in San Miguel de Allende, a small city in the mountains of central Mexico. (San Miguel is a miniature Paris of the '20s. You're as likely to trip over an expat writer here as a cobblestone, and we have plenty of them too.)

During my stint as organizer and occasional reader, I was delighted, moved and entertained by some readers and driven to reach for a tomato to throw by many others. The excellent readers, almost without exception, had nine traits in common. I've developed them in myself and I'd like to share them with you.

1 Read only your best work. Never reveal something unfinished. The place for in-process work is a writing class or critique group. Choose work that tells a story. Poetry heavy in symbolism, for example, that already is difficult to understand in written form will be hard for an audience to understand.

2 Rehearse. Find a space similar to that in which you'll be performing and rehearse your work aloud. Enunciate loudly and clearly as if speaking to an audience. Time your reading exactly; don't guess. Be sure you are well within the time limits.

3 Mark your script. Mark the pauses, the places where you want to make eye contact with your listeners, passages to be read slowly, quickly, softly or loudly. Make sure your script is perfectly legible. There is nothing more embarrassing than having to stop because you cannot read your own notes.

4 If you're not familiar with the room in which you'll read, arrive early. Be polite to those setting up the room and tell them you'd like to rehearse. If you can, walk from where you'll be seated to where you'll be reading. If there's a lectern, decide whether you'll stand behind it or ask to have it removed. If it's possible to practice a few lines with the public address system, do so. Learn how the microphone works and try it. Make the space yours.

5 Don't explain your work; let it speak for itself. If a story or poem needs explanation, it isn't finished. There are occasional exceptions to this, but in general, avoid explanations.

6 Avoid a phony and repetitive pattern of emphasis. Be guided by the meaning of the poem or story, emphasizing words effectively, pausing when appropriate. Let the poem speak to the audience with its own meaning.

7 Develop stage presence. When you're introduced, walk confidently to the spot where you'll read. Stop before you step behind the lectern, turn to the audience and make brief eye contact, smile and bow slightly. Let them see you and experience your humanity.

In many readings, you'll be sitting at a table on the same level as your listeners. With your eyes peeled on the manuscript in front of you, the audience will have a fine view of the top of your head. To prevent this, be sure to hold your pages up in front of you, make frequent eye contact and recite as many lines as you can without looking down at the page.

"Successfully reading poetry or a short story aloud involves a special recipe – part acting, part literary interpretation, part baring of your soul and part public speaking."

8 Learn to use a microphone. Don't tap or blow into it. If the microphone worked for the person introducing you, chances are good it will work for you too. If you can perform without amplification, do it! Most sound systems will distort your voice and meaning. Unless you speak in an auditorium, your ordinary speaking voice, projected clearly to the people in back, usually can be heard.

9 Quit while you are ahead. In so many of life's pursuits, wisdom consists of leaving others wanting more. Stop well before eyes glaze over and bottoms cry out for relief. Save your best, strongest, funniest or most dramatic piece for last.

Then, as your listeners applaud enthusiastically (and they should, if you followed the nine previous tips) step out from behind the lectern, make eye contact again, smile, bow once and walk back to your seat. **T**

Roy Sorrels is a writer living in San Miguel, Mexico.

Help Your Club Discover

The Magic of Mentoring



Every successful Club has one thing in common – successful members. One way to help your new, and experienced, members get the most from their Toastmasters experience is by having a mentoring program in your Club. "Mentoring," part of the Successful Club Series, and the Club Mentor Program kit provide your Club with all the materials for a mentoring program.

Successful Club Series

296 MENTORING - A mentor program offers many benefits for your Club and its members. This program defines mentoring, explains benefits, and discusses responsibilities of mentors. It includes a script, 11 overhead transparencies, and Club Mentor Program kit (Catalog No. 1163) for starting a mentor program for your Club. \$14.95

296-A Script only \$2.95

Club Mentor Program

1163 CLUB MENTOR PROGRAM KIT - A mentor program offers many benefits for your Club. This package includes everything needed to start a mentoring program for Club members. Package includes: Instructions, 20 Mentor Interest Surveys (Catalog No. 1163-A), 20 Mentee Assignment Notices (Catalog No. 1163-B), 20 Mentor Assignments Notices (Catalog No. 1163-C), and 1 sample mentor certificate (Catalog No. 1163-D). \$7.95

ORDER TODAY

PAYMENT MUST ACCOMPANY ORDER

- Enclosed is my check in the amount of \$ _____ (U.S. FUNDS)
- Please charge my MasterCard / Visa / Amex (CIRCLE ONE)

Card No. _____

Exp. Date _____

Signature _____

Club No. _____ District No. _____

Name _____

Address _____

City _____ State _____

Country _____ Zip _____ Phone _____

Mail To: **TOASTMASTERS INTERNATIONAL**
P.O. Box 9052 • Mission Viejo, CA 92690 U.S.A.
(949) 858-8255 • Fax (949) 858-1207

QUANTITY
_____ 296 _____ 296-A _____ 1163

Standard Domestic Shipping Prices - 2000

TOTAL ORDER	SHIPPING CHARGES	TOTAL ORDER	SHIPPING CHARGES
\$0.00 to 2.51	\$2.50 \$1.35	35.01 to 50.00	\$7.15
2.51 to 5.01	5.00 2.70	50.01 to 100.00	8.35
5.01 to 10.00	3.40	100.01 to 150.00	10.70
10.01 to 20.00	4.55	150.01 to 200.00	13.50
20.01 to 35.00	6.05	200.01 to _____	Add 7% of total price

For orders shipped outside the United States, see the current Supply Catalog for item weight and shipping charts to calculate the exact postage. C/I, estimate arrival at 30% of order total, surface mail at 20%, though actual charges may vary significantly. Excess charges will be billed. California residents add 7.75% sales tax.

No More

What's pre-speech jitters? It's that anxiety you feel before giving a presentation. It's sweaty palms, racing heart, quaking voice and noodle knees. It's facial twitches, dry mouth and constricted breathing. It's fear – the fear of making a mistake, of being judged too harshly by others, of falling short of your own expectations and standards. You fear that by putting yourself in the limelight, your inadequacies will be revealed. You feel vulnerable. You're afraid that you'll appear foolish. What's a hopeful speaker to do about the fright that haunts him every time he gives a presentation? Plenty! Just follow the seven steps below and you'll soon speak before large groups with ease – or at least with less anxiety.

1 Stage Fright, Get Over It!

Shouldering the responsibility for educating, informing and entertaining an audience is a big deal.

And people who take their responsibilities seriously are apt to feel a greater measure of stress when asked to be presenters than those who don't.

Jim Cathcart, a professional speaker and former president of the National Speakers Association, says nervousness is "nothing more than excess adrenaline – positive energy waiting to be used." He suggests speakers

Noodle Knees

Preparation
goes a long way
toward quelling
pre-speech jitters.

accept their nervousness as natural. But we must first acknowledge and try to understand it.

When I feel anxious before a presentation, I attempt to isolate the reason. If I'm speaking to a group of writers on the subject of writing, for example, I fear there will be people in the audience who know more than I do about my topic. I quickly realize, however, that it's not possible because I speak from my own experiences. For me, that's always a calming thought. Besides, I've come to realize that the audience didn't come to scrutinize and critique, but rather to learn and be entertained.

Speech anxiety is often based on fear of the unknown. "What if I forget a point in my speech?" "What if I don't know my topic well enough?" You could "what if" yourself right into the loony bin, but how productive is that? "What if" fears are fantasies. They are imaginary projections with no foundation in truth.

If you are hopelessly hooked on "what ifs," try this: Imagine the worst thing that could happen should your greatest fear be realized. It's probably nowhere near as dreadful as you feared – in fact, it may be laughable. When was the last time you heard of speakers being tarred and feathered or shot at high noon because they delivered a boring speech?

Worrying too much can be counterproductive. According to Linda Wilder, an image consultant in Thousand Oaks, California, the audience is on your side. When you get caught up in these fears, "you're your own worst enemy."

2 **Preparation, Preparation, Preparation.** Ask a dozen successful speakers and they all will give the same advice for warding off pre-speech jitters: Be prepared. Know your material. Know your audience. And, before you give your speech, practice, practice, practice.

Create opportunities to speak before groups. Accept leadership roles (run for office in your Toastmasters club, for

example); volunteer to speak on behalf of important political measures; or help raise funds for a pet community project. One

Toastmaster I know

got extra speaking experience while presenting a case for a library initiative that was on the voting ballot. He volunteered to speak before civic groups throughout the community to help get this measure passed.

Take plenty of time to prepare for your speech. Some experts recommend not accepting an engagement unless you have time to properly prepare. Focus on your appearance. You'll feel your best if you look your best. Wear something you've worn before and felt comfortable in. If you must wear something new, try it on the night before to make sure nothing can distract from your talk. You don't want to be fussing with a gaping neckline or a free-falling zipper while trying to get through your speech.

Your level of confidence is vital to a successful presentation. Some speakers find that props help them feel more confident. A flip chart or transparencies shown on an overhead projector, for example, might help you remember the important points of your speech, thus boosting your confidence. On the other hand, there's nothing as distracting to an audience as ineptness with visuals and props. Be sure you are skillful with audiovisual equipment before attempting to work it into your speeches. Again, it all comes down to practice.

3 **Get a Handle on Your Expectations.** Expectations are based on hope – how you think something is supposed to be. There's no room for hoping and supposing when you want to deliver a near-perfect speech. Knowledge is a mighty powerful calming agent. Know what to expect.

BY PATRICIA L. FRY ■ PHOTOGRAPHY BY DON MASON

Visit the site beforehand. If you can't visit, find out the size of the room, how many people are expected, whether there will be a podium, lectern and microphone, and so forth.

Arrive early on the day of the event to set up and handle any problems that might arise – the need for an extension cord or a fresh battery, for example. Preparation goes a long way toward quelling your pre-speech jitters.

4 Accentuate the Positive. Did you know that negative thoughts consume more energy than positive ones? Be optimistic. One way to do this is through positive mind talk. When you have thoughts such as, "I'll probably bomb," or "I hope I don't forget something," replace them with "I will succeed," or "I am an effective speaker." Repeat these affirmations several times a day: "I am relaxed." "I am successful." "I know my subject." Avoid affirmations that include the words, "don't," "won't," "can't" and so forth. Even saying, "I wish I could speak more articulately," or "I hope I will do a good job" denotes an expectancy of possible failure.

Use visualization. Once or more every day prior to the engagement, imagine yourself feeling relaxed and confi-

dent while giving the perfect speech, landing a big business deal or creating a beautiful painting. Remember what that success felt like. Lest you think this visualization exercise is hocus-pocus, you should know that this is a method professional athletes and actors use to improve their performances.

5 Butterflies Are Your Friend. Although it may feel funny and seem unnatural, a slight case of the butterflies is not a bad thing. In fact, it's normal. Cathcart says that if people don't feel some anxiety before speaking, chances are they aren't going to be as effective as they could be.

You might consider looking at pre-speech jitters in a whole new light. Rather than butterflies signaling anxiety, consider it excitement – you're excited about the prospect of giving this talk because you know you're going to have fun and do a good job.

6 Techniques That Help. While some experts suggest you pore over your notes during the few minutes just before giving your speech, others advise just the opposite. They recommend relieving stage fright by focusing

Let's Talk About **N**ERVES

By Gene Perret

Any speaker who has a well-prepared, well-rehearsed speech has no reason to suffer from overactive nerves. Your hard work is done. What remains now is the fun part – meeting the audience, thrilling them and listening to the laughter and applause.

Still, many performers have questions about this.

Suppose I bomb? So what? You will bomb. There's no getting around that. I was recently at a seminar where someone asked comedian Bob Newhart if he ever had a show where no one laughed. He said, "Certainly. We all do." He added, "If any comedian tells you that he never bombed, he's lying."

You will give speeches that are less than scintillating. Sometimes the audience won't be receptive. Often it's the mechanics – the lighting, the microphone or whatever. Many times it's hard to pinpoint the reason. I once gave a lackluster performance and called Bob Hope afterward for advice. He asked, "What night did this happen?" I said, "Tuesday." He said, "I bombed Tuesday, too. It must have been something in the air."

There will be times when you don't do as well as you would have liked to, or you fail miserably. But again, so what? Your success as a speaker is not built on one speech. Nor is your credibility destroyed with one bad performance.

Questions and answers about stage fright.

Suppose I forget my talk? Preparation prevents that. If you're well-rehearsed, the speech almost gives itself. Yet, there are times when you'll have memory lapses. I recently gave a talk that was very well-received, but I couldn't remember a big response for my opening joke. Why? Because I never told the punchline. I set it up but then went on to the next part of my speech without finishing the first joke. No one noticed.

Anything can happen to distract you and cause you to lose your place. Performers prepare for this. If you don't use notes, at least have them available. I once saw a performer get disoriented, and she asked the listeners, "How many of you have heard me speak before?" Hands shot up. She then said, "Then tell me what I'm supposed to say next because I've forgotten." That got a laugh and she took notes from her pocket and recovered.

One performer I know saved face by pretending to read from a letter. The letter, of course, is a speech outline. From that he reminds himself just where he is in his talk and continues – the audience never notices that he was lost temporarily.

You might have key words written on a small piece of paper that you can produce unnoticed. If you're well-pre-

your attention away from your speech during those 30 minutes or so before you go on. Listening to calming music, for example, can help alleviate anxiety.

Make sure you're well-hydrated. Stay away from caffeine, alcohol and sugary foods just prior to speaking, but do eat something light. Burn excess energy with tension-relieving exercises. Concentrate on tensing and releasing different muscle groups. Once on the podium, pause. Take a deep breath before speaking. Your voice will come out more smoothly than if you send it out through a constricted throat. In general, take good care of yourself. A healthful diet and regular exercise are vital to good stress management.

7 The Healing Power of Audience Feedback. We've all heard speakers start presentations with, "A funny thing happened to me on the way to..." This is not as much for the audience's benefit as it is for the speaker's. She is seeking audience feedback to put her at ease.

I used a similar technique for years as president of the Parents and Teachers Association and other organizations. I'd always say something that would generate a

pared, well-rehearsed and know your subject, you can probably speak eloquently about it, even apart from your prepared text. Again, don't fret. You'll say something.

Suppose the room setup is wrong? It's true that lights, seating arrangements and the microphone can detract from a talk. However, part of a speaker's preparation is to control the room setup. Tell the sponsor what lighting you want, how you like the seats arranged and what type of microphone you prefer to use. Then check those arrangements before your talk. This will eliminate many of the problems and much of the concern.

Nevertheless, you'll occasionally encounter inappropriate conditions. Many times, they can't be corrected before your performance. In those cases, you have to go with the flow. Just do your best under whatever conditions you have; don't complain. The audience doesn't appreciate a whiner.

I've seen legendary performers work in some of the greatest theaters in the world. They were brilliant. I've also seen many work from the back of a truck in an open field while the audience sat on the ground. They were still brilliant. A worthwhile performer should be able to impress an audience under almost any conditions. Generally, your audience is aware of the situation and will root for you. They'll not only be on your side, but they'll make allowances for you. This makes your job easier.

Suppose things go wrong in the middle of my speech? Cherish those moments. They'll put the audience on your side and present you with an opportunity to be brilliant.

chuckle from the audience. It's an ice breaker. It's a way to create a sense of rapport with the audience. A response from the audience boosted my confidence. I felt safe to continue. Since my PTA days, I've created other methods of identifying with the audience. I might ask them a question that will illicit a positive response. Ask, for example, "Are you enjoying your stay here in beautiful Hawaii?" or "Wasn't the food delicious tonight?"

Some speakers have light, friendly conversation with audience members before the program. Then, when they step up to the lectern, seeing familiar faces smiling back at them helps them get off on the right foot.

Don't fight pre-speech jitters – accept it and use it to your advantage. Transform your anxiety into excitement and your negativity into something positive. Learn to control nervous energy instead of letting it control you. Follow these seven steps, and you'll be surprised at how much easier your presentations will seem. **T**

Patricia L. Fry, CTM, is a freelance writer and regular contributor to this magazine. She lives in Ojai, California.

I watched one performer who got so unnerved when his microphone broke during the speech that he lost his concentration. He finished his presentation, but totally without enthusiasm. He was flat and the audience knew it.

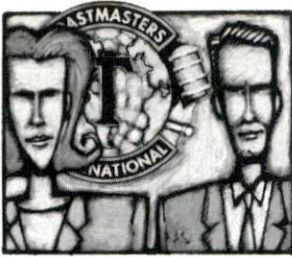
By contrast, I saw another performer come on stage, and when he touched the microphone it fell apart. He said, "I knew I should have showered before coming out here." The audience laughed and applauded. He got another mike and went on. He was a hit.

Don't emphasize problems. Don't blame the host. You're on stage, you're in charge. It's your problem. Handle it and forget it. No need to worry about it beforehand because whatever happens, you can deal with it.

Suppose the audience is rude or inattentive? Why worry? Rudeness is their problem, not yours. A professional comedian once told me that speakers should be responsible *to* their audience, not *for* their audience. That means you must be prepared, rehearsed and ready to deliver what you promised. That's your responsibility. Their responsibility is to be polite and attentive. If they can't live up to that, that's their fault.

Refer back to the first question. One speech doesn't make your career. The next audience will be gracious. Just relax and enjoy your moment in the limelight. **T**

Gene Perret is a writer and humorist living in Westlake Village, California.



Building a Better World

During the months September 1999 through January 2000, International President Tim Keck, DTM, traveled the globe and met with Toastmasters and district leaders to personally observe how the Toastmasters program is implemented at various levels throughout the organization. He also promoted the organization to corporate and government leaders, and to the media. In describing his impressions of the first half of his term in office, Keck, told the Board of Directors in February that he enjoyed his fall visits to seven districts in North America (districts 41, 32, 16, 50, 63, 12, and 1) as well as to Toastmasters in Korea and the Japan Toastmasters Council: "Everywhere I experienced wonderful hospitality and learned firsthand that much good work is going on throughout our organization. I am very proud of our leadership teams."

President Keck said the organization continues to thrive. "We are ahead of our pace last year in terms of club growth, membership and educational achievements," he said. "I'm particularly pleased with our efforts to promote diversity and make our organization as inclusive as we possibly can." He also mentioned the importance of teaching leadership skills: "We are making progress in getting our members to participate in our two-track recognition system. Our promotion of leadership development will continue to benefit our clubs, enable us to find new leaders at all levels, and provide our members with critical skills for use in their personal and professional lives."

He concluded his report by saying, "My wife, Laura, and I thank you for your tremendous support and many acts of kindness... I firmly believe that ours is a noble undertaking. Through our programs, our members develop powerful communication and leadership skills. In turn, in thousands of ways, they use these skills to lead richer, fuller lives and to serve and help others."

The Board will meet again on August 23, during the International Convention in Miami Beach, Florida.



Toastmasters' Board of Directors during the February meeting at World Headquarters.

BOARD ACTION:

The Board of Directors made the following decisions to ensure the continued progress and growth of the organization:

- Discussed the information technology employed by Toastmasters International and commended the staff for its continuous efforts to provide information to districts,

clubs and prospective members as quickly and efficiently as possible. The Board invites all members to visit the Toastmasters Web site at www.toastmasters.org.

- Granted provisional district status to the clubs in Taiwan, effective July 1, 2000, and assigned them number 67P.

- Granted provisional district status to the clubs in Japan, effective July 1, 2000, and assigned them number 76P.

■ Confirmed the selection of the Westin Harbour Castle Hotel in Toronto, Ontario, Canada, as the host hotel for the August 24-27, 2005, International Convention.

■ Conducted a triennial review of the size, growth, and composition of districts and recommended no changes in the re-formation of districts at this time. However, in order to strengthen the district structure within Toastmasters, the Board recommended that districts with fewer than 50 clubs be required to develop an action plan to grow toward 60 clubs and a time line for doing so.

■ Discussed strategies to help low-member clubs, emphasized the importance of communicating the resources that are available to clubs, and directed World Headquarters staff to recommend simple, understandable remedies to increase the average number of members per club. The Board also discussed club quality and effective customer service and accentuated the importance of emphasizing customer service at every level of the organization. Board members recognized the critical importance of leadership throughout Toastmasters International, focusing on building and maintaining high-quality clubs.

■ Approved boundary changes between districts 15 and 3 and between districts 15 and 39.

■ Made improvements to the Candidate Showcases at the International Convention.

■ Reviewed the policies and procedural rules dealing with international officer and director campaigns. The Board emphasized the importance of district governors understanding their responsibility in making informed decisions when casting ballots to select international officers and directors.

■ Discussed division governor authority and the role and authority of division councils and clarified these. Toastmasters International encourages the formation of division councils, whose purpose is to achieve club, area, division and ultimately, district goals. Division councils are advisory in nature and cannot endorse candidates for district office. The Board also made changes to procedural rules for the District Nominating Committee to encourage division participation in the nominations

process. In addition, the Board changed policy on district fiscal management to ensure that divisions meet their legal fiduciary duties.

■ Reviewed policy governing Web sites and recommended that World Headquarters staff develop a set of guidelines to be used in the production of newsletters, Web sites and directories.

■ Revised policy to provide training of provisional district officers and to provide some reimbursement for their travel to the training.

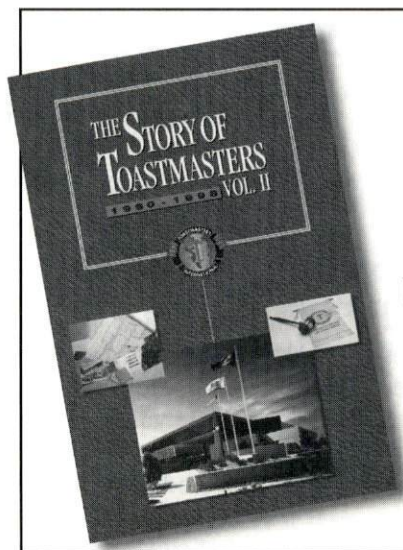
■ Developed a list of strategies for use by districts in encouraging members to assume district leadership positions and to find future leaders.

■ Reviewed revisions to *The Entertaining Speaker* and *Speaking to Inform* advanced manuals. The revised manuals are scheduled for completion in late 2000 and will be promoted through *The Toastmaster* magazine, *TIPS* and *District Newsletter*.

■ Discussed advanced clubs and reaffirmed their place in the Toastmasters educational program. The Board emphasized that advanced clubs are expected to function as role models by consistently achieving Distinguished Club status.

■ Reviewed Toastmasters International leadership programs and activities and recommended the development of a personal leadership development program for use at the club level. The program is expected to be available in early 2001 and will be promoted through the magazine and newsletters.

■ Made changes to the Speech Contest Rulebook and the Speech Contest Manual that will take effect in 2001. **T**



THE STORY OF TOASTMASTERS, VOL. II

Volume II of *The Story of Toastmasters* recounts the history of the organization from 1960 to 1998. Complete with many photographs, this paperback book discusses TI's growth, leaders, and the evolution of the educational system. \$7.50 plus shipping.

Order it today!

TOASTMASTERS INTERNATIONAL

P.O. Box 9052 Mission Viejo, CA 92690

(949) 858-8255 • Fax (949) 858-1207 • www.toastmasters.org

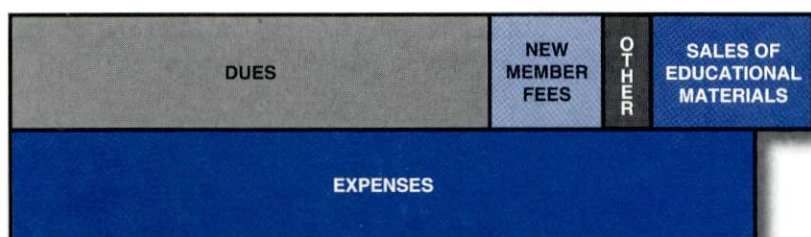
TI Financial Report: Jan. - Dec. 1999

The financial statements of Toastmasters International were audited by the independent certified public accounting firm of Moore, Stephens, Frazer & Torbet. The statements were prepared in conformity with generally accepted accounting principles.

The Board of Directors of Toastmasters International controls the organization's funds and, with the Executive Director, is responsible for assuring that management fulfills its fiduciary responsibility. The Bylaws of Toastmasters International require that the corporation's financial status be reported to its member clubs annually. To keep our entire membership informed, we are exceeding this requirement by reporting our financial results to all members.

Following are the year-end financial statements. The format includes a bar graph and pie chart, which we hope will provide a clearer picture of Toastmasters International's financial activities.

EXHIBIT A



REVENUES/EXPENSES

Exhibit A shows the relationship of individual revenue sources to expenses. You can see that income generated from dues, new member fees, charter fees and miscellaneous sources is insufficient to cover expenses. We would have a deficit if not for income from sales of educational materials.

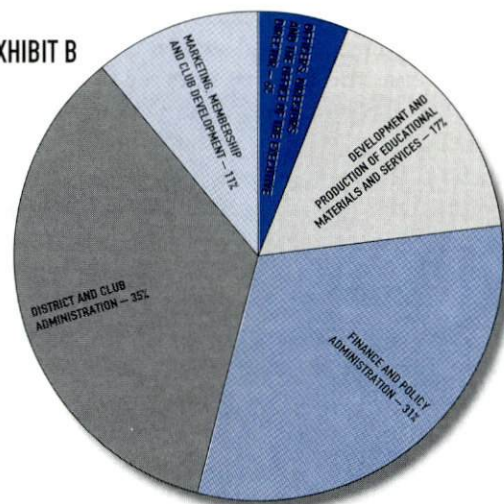
MEMBERSHIP DUES

Exhibit B shows how each of your dues dollars is spent. The glossary below and on the next page gives an explanation of expenditures.

GLOSSARY OF EXPENSES:

OFFICERS, DIRECTORS AND THE OFFICE OF THE EXECUTIVE DIRECTOR – Includes travel and expenses at Board meetings, district visits, regional conferences and outside professional services, such as legal counsel. Board policy ensures smooth operation of the organization and ideas for new and exciting programs. District visits help in building new clubs, strengthening membership and bringing new ideas to members.

EXHIBIT B



MARKETING, MEMBERSHIP AND CLUB DEVELOPMENT – Includes processing new member and new club applications and developing and distributing new member and new club materials. This also includes developing membership and new club building programs, promotions and awards and assistance to low-member clubs.

FINANCE AND POLICY ADMINISTRATION – Administrative services to clubs and districts. Includes processing and mailing of semiannual reports, officer lists, club and district billings, financial reports, Constitution and Bylaws administration and data processing services. Also included is the production of materials and updating of member and officer addresses.

DISTRICT AND CLUB ADMINISTRATION – District, Division and Area services and development, production, field testing and promotion of educational program materials and services. Includes district operations, developing club and district administrative and educational materials, serving clubs through officer training and club visits by district officers; the Distinguished District, Division and Area Programs, travel reimbursements to District Officers for International and Regional meetings, processing educational completions, i.e., CTM, ATM, CL,

AL and DTM, production and mailing of *The Toastmaster*, *TIPS* and the *District Newsletter*, and cost of planning and operating the International Convention.

EDUCATIONAL MATERIALS AND SUPPLIES – Distribution of educational, promotional and administrative

materials. The most useful, up-to-date materials are available through the Supply Catalog to help every member succeed.

DEPRECIATION – The allocation of the cost of the fixed assets attributable to the current year. **T**

TI FINANCIAL STATEMENT JANUARY-DECEMBER 1999

STATEMENT OF FINANCIAL POSITION AS OF DECEMBER 31, 1999

ASSETS	
Cash and temporary investments	\$ 2,921,901
Restricted cash and short term investments	\$ 1,608,519
Accounts receivable, net of allowance for doubtful accounts of \$10,000	\$ 100,886
Marketable securities	14,834,557
Inventory	\$ 729,511
Deposits, prepaid postage and other	\$ 332,093
Property, building and equipment, net of accumulated depreciation	\$ 4,456,889
TOTAL ASSETS	\$ 24,984,356
LIABILITIES AND NET ASSETS	
Liabilities:	
Accounts payable	\$ 760,540
Funds held for Toastmasters International Regions	\$ 108,912
Deferred revenue	\$ 50,720
Total Liabilities	\$ 920,172
Net Assets:	
Unrestricted	\$ 7,619,847
Temporarily Restricted	\$ 16,114,668
Permanently Restricted	\$ 329,669
Total Net Assets	\$ 24,064,184
TOTAL LIABILITIES AND NET ASSETS	\$ 24,984,356

STATEMENT OF ACTIVITIES FOR THE TWELVE MONTHS ENDED DECEMBER 31, 1999

INCOME:	
Membership charges:	
Membership fees	\$ 4,537,877
New member service charges	\$ 1,063,296
Total membership charges	\$ 5,601,173
Other income:	
Charges for educational materials and supplies	\$ 1,496,704
Charter fees	\$ 63,175
Interest	\$ 156,619
Royalty - Mailing List	\$ 100,000
Other	\$ 108,745
Total other income	\$ 1,925,243
Total income	\$ 7,526,416
OPERATING EXPENSES:	
Officers, Directors and the Office of the Executive Director	\$ 418,905
Marketing	\$ 692,635
Finance and Policy Administration	\$ 2,057,646
District and Club Administration	\$ 2,340,405
Cost of educational materials and supplies	\$ 1,154,851
Depreciation	\$ 312,390
Total expenses	\$ 6,976,832
INCREASE IN UNRESTRICTED NET ASSETS	\$ 549,584

THE RALPH C. SMEDLEY MEMORIAL FUND

This fund was established to provide financial support for Toastmasters International's educational programs. These include the creation of new and innovative educational materials for club and member use, the development of promotional material designed to spread the word about Toastmasters, and development of new Communication and Leadership Programs, such as the Success/Leadership Series.

The fund is comprised of donations from individual Toastmasters and Toastmasters Clubs and the interest earned and the increase in the value of investments on those donations. Contributions from January 1 - December 31, 1999 totaled \$106,358. The fund had a balance of \$753,220 as of December 31, 1999.

You have the opportunity to continue the legacy of our organization's founder by contributing to the Ralph C. Smedley Memorial Fund. The fund is used to develop new and innovative educational and promotional materials, such as the videos *Meeting Excellence*, *Everyone's Talking About Toastmasters*, *Effective Evaluation*, and the High Performance Leadership Program. Our online Supply Catalog at www.toastmasters.org was also made possible by contributions to the fund. Your entire donation goes toward developing new materials and resources. Not one penny is used for administrative costs! Contribute \$10 and receive a special Toastmasters International paper weight. Donors of \$100 or more receive a special plaque and have their names permanently inscribed on a donor recognition plaque at World Headquarters. Every contributor is recognized in *The Toastmaster* magazine.

Keep the Legacy *Alive!*

Contributions are tax deductible. Your support will result in more people learning, growing and achieving through Toastmasters. Why not discuss this during your club's next business meeting? Contributions should be sent to:

The Ralph C. Smedley Memorial Fund

TOASTMASTERS INTERNATIONAL
P.O. Box 9052 • Mission Viejo CA 92690, U.S.A.

If making an honorary or memorial contribution, please indicate the name and address of any person(s) to whom acknowledgement should be sent.



Ralph C. Smedley

INTERNET



TI Is Only a Mouse Click Away

Use www.toastmasters.org to order supplies and locate forms and documents.

If you haven't visited www.toastmasters.org recently, you should soon! Since its first appearance more than four years ago, the Toastmasters International Web site has undergone several major upgrades and enhancements. Much of the site is designed to help prospective members and club organizers find the information they need to become involved in Toastmasters. However, now more than ever, the site is a valuable resource for individual members and for club and district leaders.

THE CLUB LOCATOR

The Web site was originally introduced as an efficient way to provide the public and traveling Toastmasters instant access to the meeting time and location of every club around the world. A recently introduced version of the club locator allows users to search for clubs by city, state, club name or telephone area code (area code search works only in the U.S., Canada and Australia). A future version of the club locator will include links to club Web sites and e-mail addresses. Look for an announcement about this in early 2001. To access the club locator, simply click on the "Find a Club" link found on almost every page of the site. If your club's meeting time and location information is not up-to-date, club officers can e-mail corrections to tmmis2@toastmasters.org.

THE SUPPLY CATALOG

Need Toastmasters supplies? No more busy signals! You can now order items for your club by the convenient click of a computer mouse. Toastmasters' Supply Catalog is now available online. Products include a large collection of books on speaking-related topics, membership building aids, club officer manuals, trophies, certificates, ribbons and badges. From the www.toastmasters.org main page, click on "Info for Members," then click on "Toastmasters International Catalog and Supplies." Spend some time browsing! The site includes approximately 500 items that can benefit you and your club.

You'll find it's easy to order supplies 24 hours a day, seven days a week. After you've selected the items you need, proceed to checkout. Be sure you have your club and district numbers (you can use the "Find a Club" section of the site to find these), mailing address and credit card number ready. Appropriate portions of TI's online catalog use SSL 128-bit encryption to ensure your privacy and security.

FORMS AND DOCUMENTS

The "Forms and Documents" page is perhaps the most visited on the site. This page contains TI's most requested forms and documents. They are available only in Adobe Acrobat format, so you'll need Acrobat Reader to access and print them. Click on the "Get Acrobat" button and follow the instructions to download a free copy of Acrobat Reader. A few popular items are not found here, however, such as speech contest judging forms. Judging forms are sale items and are not available free-of-charge. However, you may purchase them through the Supply Catalog.

DISTINGUISHED CLUB PROGRAM REPORTS

Each year, all clubs are automatically enrolled in the Distinguished Club Program (DCP). This recognition vehicle

"Appropriate portions of TI's online catalog use SSL 128-bit encryption to ensure your privacy and security."

challenges clubs to achieve 10 different goals, and year-end recognition is given as follows:

- Distinguished Club (five goals achieved)
- Select Distinguished Club (seven goals achieved)
- President's Distinguished Club (nine goals achieved)

In just a few clicks you can determine your club's current Distinguished Club Program status. Click on "Info for Members," then "Club Information and Programs," then "Distinguished Club Program Reports

for Individual Clubs." Type in your club number in the space provided, then click on "Submit Request." Voila! Your club's current status in the program appears on-screen in an easy-to-read format. You may wish to print a copy and share your progress with the members of your club at your next meeting. Progress updates are posted once each month, usually by the 11th.

FIND WHAT YOU NEED

Not quite sure where to look for something? The following guides will help you find what you're looking for on the site. For example, if you are a Vice President Membership and have run out of membership application forms, you can print them from the site. To find the form, follow these links: "Info for Members"/"Forms and Documents."

For Individual Members and Club Officers

If you want to:

- Review your club's meeting time and location listing:
Find a Club
- Get in touch with Toastmasters International:
Contact Toastmasters
- View historical information about Toastmasters:
Info for Members / Toastmasters History and General Information
- Purchase Toastmasters supplies:
Info for Members / Toastmasters Catalog & Supplies
- Obtain information from your district's Web site:
Info for Members / District Information and Reports / District Web Sites
- View the current issue of the TIPS newsletter:
Info for Members / Club Information and Programs / TIPS
- Determine your club's current Distinguished Club Program status:
Info for Members / Club Information and Programs / Distinguished Club Program Reports for Individual Clubs
- Learn 10 tips to becoming a successful speaker:
Speaking Tips

- Learn about current candidates for the Board of Directors:
Info for Members / Candidates Corner
- View and print membership building ideas and programs:
Info for Members / Forms and Documents
- International Speech Contest rules:
Info for Members / Forms and Documents
- Internet guidelines for clubs:
Info for Members / Internet Guidelines

For District Officers

If you want to:

- Obtain the forms needed to charter a new club:
Info for Members / Forms and Documents
- Determine your standing in the Distinguished Area / Division Programs:
Info for Members / District Information & Reports / District Performance Reports
- Determine your district's standing in the Distinguished District Program:
Info for Members / District Information & Reports / District Performance Reports
- Obtain information from your district's Web site:
Info for Members / District Information and Reports / District Web Sites
- Obtain a blank copy of the Area Report of Club Visit form:
Info for Members / Forms and Documents
- Obtain a blank copy of district financial and reporting forms:
Info for Members / Forms and Documents
- View the current issue of the District Newsletter:
Info for Members / Club Information and Programs / District Newsletter

- Determine which clubs in your district have / have not submitted semiannual reports:
Info for Members / District Information & Reports / District Performance Reports
- Determine which clubs in your district have / have not submitted officer lists:
Info for Members / District Information & Reports / District Performance Reports
- View a calendar of district deadlines and events:
Info for Members / District Information & Reports / Calendar of District Deadlines and Events

Web sites change regularly, and TI's site at www.toastmasters.org is no exception. As the needs and wants of members and officers change, so does the site. However, please be patient! Toastmasters International's objective is to provide information and services that are of use to the majority of members at a reasonable cost. Occasionally, members ask that copyrighted items such as the basic Communication and Leadership manual, speech contest judging forms, etc., be posted on the Web site. These items and many others are made available to members through the supplies department at very reasonable costs, and are not available free-of-charge. Revenue from supply sales is an important source of income for Toastmasters International and helps to keep dues low.

Undoubtedly, you may have questions about Toastmasters that aren't answered on the Web site. Please feel free to contact World Headquarters; we'll be happy to assist you if we can. Use the following list to determine who can best help you:

Contacting TI Via E-Mail

When you have questions or need help from World Headquarters, you can reach various staff members and departments at the e-mail addresses listed below. To help us serve you better, please do not send your e-mails to multiple addresses. If you're not sure who to contact, send your question or request to one of the following addresses and that staff member will redirect your e-mail to the proper department.

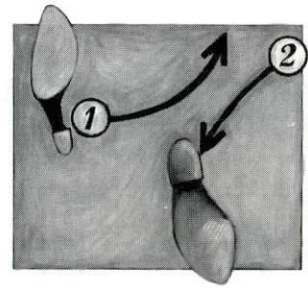
FOR QUESTIONS ABOUT:

- Membership
- New clubs
- Educational materials, speech contest procedures and rules
- Supply orders
- Finance
- Officer records, officer changes, duplicate proxies
- Bylaws
- Address changes
- District programs, regional conferences
- *The Toastmaster* magazine and public relations
- Policy administration, governing documents

WHO TO CONTACT:

tmembers@toastmasters.org
clubs@toastmasters.org
educ@toastmasters.org
tmorders@toastmasters.org
finance@toastmasters.org
officers@toastmasters.org
fapa@toastmasters.org
tmmis2@toastmasters.org
ssills@toastmasters.org
pubs@toastmasters.org
nancy@toastmasters.org

By Pamela Ziemann



Take action against distraction.

The Essential Art of Focused Attention

SO THERE YOU ARE, HALFWAY THROUGH THE SPEECH YOU'VE been practicing for the past month. Your audience is enjoying your speech with you, nodding heads and smiling. Then you notice one guy way in the back shaking his head disapprovingly. At that critical point in your speech, you lose

your place. Your mind becomes as blank as a freshly cleaned white board. Then it starts racing. "Where was I? What did I just say? What comes next? Oh no! They know I'm lost." You make up a line that doesn't go with the flow of your speech. You grapple through the last few minutes and take your seat. You sit there, thinking about all the time you put into this speech and promise yourself, "This will never happen again."

To ensure that a similar incident won't happen again, place yourself back in the driver's seat. Focus on controlling your attention when practicing your speech. We hear the word "attention" used in a variety of ways. How many times have you heard someone say, "Oh, he's just looking for some attention"? As if attention is something we simply get from "out there."

Actually, attention is a commodity that we own. Webster defines it as "concentration of one's mental powers upon an object." We can sharpen our ability to focus on beneficial things. Successful people have mastered the art of focused attention. If your own will-power fails to direct attention, then the environment will control it, as in the case of the one guy in the back of the room scowling at you. For example, how many times have you looked at your audience and thought, "They're not paying attention to me"? Do you feel your thoughts slipping away from your speech's content into reactionary thoughts of disapproval?

Successful speakers have something to say, and they refuse to let anything other than an emergency distract them. Have you heard the phrase, "It doesn't matter much if the crowd believes you; they want to see if you believe

yourself"? To avoid being distracted when delivering your speech, choose a topic you're passionate about.

Sharpen your ability to focus by trying these simple but powerful exercises daily. Set a timer for two minutes, or ask someone to time you. Pick any object in the room

and direct your attention toward it. Try to keep your attention on the object without becoming distracted. Focus on the object's details. Sounds simple enough, right?

Now set this magazine down and try it. Chances are you'll find your mind wanting to join the party and play too. It'll say, "Oh c'mon, let's do something else. I've

had enough of this!" Just accept that your monkey mind wants to play, and turn your attention back to the object. Notice all of the object's details. Try it again, and see how much easier it gets the second and third time. This simple procedure should enable you to control your attention and strengthen your focus. You should notice the exercise's empowering effects after only a few tries.

Next, deliberately shift your attention around the room. Shift it to a lamp, a picture, a chair. Don't let your attention wander if you hear a dog bark or some other noise. If your mind starts to drift, return it to where you had decided to place your attention. You're in charge, remember? Take a minute to notice

your increased sense of personal stability and power. Whatever you put your attention on becomes real.

By practicing these exercises, you will increase your ability to focus on the important message you want to convey to your audience, and you'll become a more powerful and compelling speaker. Is your message worth an extra two minutes a day to develop a focus that brings your speeches to life? You decide!

"Successful speakers have something to say, and they refuse to let anything other than an emergency distract them."

Pamela Ziemann is a member of Rhetoracles Club 5092-2 in Bellevue, Washington.

Nido Qubein

Blessed with opportunities.



One day, Victoria Ghawi Qubein took her young son aside and gave him this bit of wisdom: "Walk hand in hand, side by side, with people who are great." Nido Qubein took his mother's advice and supplemented it with his own. He decided not only to mingle with great people but also to become one of them.

With a hunger for education, a hat full of dreams and an apparent Midas touch, Qubein harnessed success for himself and inspired others to follow suit. After a few decades of living in the United States, Qubein had pushed himself to the top of the business world and amassed a fortune. As a speaker and business consultant, he is known for his teaching on leadership and education – a message he also distributes through his many books, videos and audiocassettes. Qubein's reputation recently propelled him into a select group – Toastmasters chose him as one of the organization's Top Five Speakers for 1999. And this August at the 69th Annual Convention in Miami Beach, Florida, Nido Qubein will be honored with the Golden Gavel, the organization's highest award for excellence in the field of communication and leadership.

Qubein began to cultivate his dreams in 1966, when he set foot in the United States at the age of 17. He was 7,000 miles from his native homeland of Lebanon and barely able to speak English. Armed with a tape recorder and a dictionary, Qubein spent countless hours building his vocabulary and practicing his pronunciation; and soon, at the request of his college president, was giving public speeches – at local venues – about life in Lebanon. He began making money and realized that his ability to connect with the audience was a gift.

By 1973, Qubein was on the road giving more than 200 inspirational speeches a year based on leadership manuals he wrote and successfully sold by direct mail.

These motivational speeches, however, began to bother him. "They give you a temporary boost, but when the adrenaline is gone, you tend to go flat again." Qubein wanted to offer something long-term. During the course of his speaking circuit, he realized that people were seeking education rather than motivation; with that discovery, he developed a consulting firm called Creative Services Inc., offering worldwide, custom-designed educational systems. Qubein's innovative approach teaches problem solving, rather than problem handling.

A former president of the National Speakers Association, Qubein considers work a privilege and himself blessed with opportunities. So much so that he has developed the Qubein Foundation, which provides scholarships to 40 young people each year. So far, the foundation has granted more than \$1 million in scholarships to approximately 400 students.

This summer, the Golden Gavel award will be added to the many honors that have been lavished on the business leader over the years. For example, in 1977 Qubein received the Ellis Island Congressional Medal of Honor. It is awarded to distinguished living Americans for outstanding achievement, and for making

significant contributions to the nation's heritage.

Don't miss the opportunity to hear Nido Qubein speak on August 24 during Toastmaster's 69th Annual International Convention in Miami Beach, Florida. For registration information, see page 29 or visit TI's web page at www.toastmasters.org/conventions.htm.



"I don't always present new ideas. I remind people of ideas they may already know but are not using to their fullest."

PRESELECTION OF SEAT LOCATION

In an effort to reduce delays in the seat selection line, World Headquarters will offer convention registrants the opportunity to have their seat location preselected for the *Golden Gavel Luncheon, Fun Night, International Speech Contest, and President's Dinner Dance*. Simply check the appropriate box located on the convention registration form. World Headquarters will preselect seat locations in the order in which it receives convention registration

forms – so, register early! Those individuals who wish to select their own seats may do so at the Convention beginning on Wednesday, August 23, at 10:00 a.m.

Seating Preselection Procedure

1. World Headquarters will assign seating locations in the order in which it receives convention registration forms.
2. Preselected seating will be offered on an "all or none" basis only. Registrants may purchase tickets to one or more of the events which have assigned seating. However, if preselected seating is requested, World Headquarters will select seat locations for **all** tickets for event(s) that have assigned seating.
3. Assignment of preselected seat locations will be at the discretion of Toastmasters International.
4. All preselected seat locations are **final** and **cannot** be changed prior to the convention or on site.
5. Toastmasters requesting preselection of seat locations and who wish to sit in a group must mail their registration forms together in the same envelope. World Headquarters will make every attempt to accommodate such requests.
6. World Headquarters will make every effort to seat larger groups (*registrants purchasing six or more tickets for any single event*) at the same table. However, it is possible groups of six or more may be seated at separate tables.
7. **Deadline:** Advance registrations must reach World Headquarters by **July 7**. Cancellations and refund requests will not be accepted after **July 15**. Cancellations will not be accepted on site — no exceptions!



Fontainebleau
Hilton Resort
Welcomes

TOASTMASTERS INTERNATIONAL® 2000 CONVENTION AUGUST 23-26, 2000

MAIL THIS FORM TO:
Fontainebleau Hilton Resort
4441 Collins Avenue
Miami Beach, Florida 33140
(305) 538-2000
Fax (305) 673-5351

HOTEL REGISTRATION FORM

Arrival date: _____ Departure date: _____

Number of nights you will stay: _____

Number of people in room: _____

Approx. arrival time: _____

(CHECK-IN 3:00 P.M. - CHECK-OUT 11 A.M.)

Method of transportation: Car Air Other

Late departures will be charged a full night's rate plus taxes.

Please Note: Special conference rates are based on reservations received by July 20, 2000, and room block availability.

Special Conference Rates (circle rate desired)	
MAIN LEVEL	SUITES
\$125.00 single/double/	Phone hotel directly if suite is desired. Cost and availability varies.
\$25.00 extra per person	

Check here _____ if rollaway is needed. (no charge)

After July 20, all subsequent reservations will be subject to availability at the current hotel rack rates.

PLEASE RESERVE ACCOMMODATIONS FOR: (please print or type)

Name (last) _____ (first) _____ (initial) _____ Company _____

Address _____ City _____ State _____ Zip _____

Phone () _____ Fax () _____ Sharing room with: _____

Special Requests: Prefer non-smoking room Other (specify) _____

(Note: Every attempt will be made to honor your request, however we cannot guarantee a special request.)

To guarantee your reservation we require first night's deposit or credit card guarantee. Please include 12.5% occupancy tax per night. DO NOT SEND CASH. Make check or money order payable to the Fontainebleau Hilton Resort & Towers.

Credit Card type _____

Credit Card # _____ Exp. _____

Check # _____ Amount _____

SIGNATURE DATE

DON'T BE A NO-SHOW

To cancel your reservation call 1-800-548-8886 or (305) 538-2000. Deposit refunded only if reservation is cancelled **10 days prior to arrival** and you have your cancellation number. Fax: (305) 673-5351

A room confirmation will be mailed to you as soon as possible.

DO NOT MAIL THIS FORM TO TOASTMASTERS INTERNATIONAL

69TH ANNUAL CONVENTION

AUGUST 23-26, 2000 ♦ FONTAINEBLEAU HILTON RESORT, MIAMI BEACH, FLORIDA, U.S.A.

MAIL THIS PART TO: Toastmasters International, P.O. Box 9052, Mission Viejo, California 92690 U.S.A. (This form is not to be used by International Officers/Directors, Past International Presidents, Past International Directors, or District Governors elected for 2000-2001.)

To attend general sessions on Wednesday, Thursday, Friday and Saturday, a registration badge will be required. Preregister and order event tickets now! **You must be registered to purchase tickets to any events, including the International Speech Contest.** ATTENDANCE AT ALL MEAL EVENTS AND THE INTERNATIONAL SPEECH CONTEST WILL BE BY TICKET ONLY. Advance registrants will receive a receipt by mail. Tickets can be claimed at the registration desk beginning at 10:00 a.m. Wednesday, August 23.

ALL ADVANCE REGISTRATIONS MUST REACH WORLD HEADQUARTERS BY JULY 7.

FULL CONVENTION REGISTRATION allows you to attend ALL general and educational sessions during the Convention. *Full Convention Registration* also allows you to purchase tickets to any events of your choice. **Event tickets are not included and must be purchased separately.** (See below)

- _____ Full Convention Registration for Members (Wed., Thurs., Fri., & Sat.) @ \$120.00 \$ _____
- _____ Full Joint Registration: Husband/Wife (both Toastmasters) (Wed., Thurs., Fri., & Sat.) @ \$225.00 \$ _____
- _____ Full Spouse/Guest Registrations (Wed., Thurs., Fri., & Sat.) (each) @ \$105.00 \$ _____

ONE-DAY CONVENTION REGISTRATION allows you to attend general and educational sessions and purchase event ticket(s) for one day of your choice (Wednesday/Thursday, Friday, or Saturday). If you wish to attend general and educational sessions or purchase event ticket(s) that take place on more than one day, then you must purchase a Full Convention Registration. No exceptions can be made.

- _____ Wednesday/Thursday (August 23 & 24) Convention Registration for Member/Spouse/Guest @ \$60.00
(With this registration, you may purchase ticket(s) only for the Golden Gavel Luncheon.) \$ _____
- _____ Friday (August 25) Convention Registration for Member/Spouse/Guest @ \$60.00
(With this registration, you may purchase ticket(s) only for the Toastmasters & Guests Luncheon, Club Leadership Luncheon, and Fun Night.) \$ _____
- _____ Saturday (August 26) Convention Registration for Member/Spouse/Guest @ \$60.00
(With this registration, you may purchase ticket(s) only for the International Speech Contest and President's Dinner Dance.) \$ _____

EVENT TICKETS. To attend any of the events below, you must purchase a Full Convention Registration or purchase a One-Day Convention Registration for the day of the ticketed event(s).

- _____ Tickets: **Interdistrict Speech Contest** (Tuesday, August 22) @ \$17.00 \$ _____
- _____ Tickets: **Overseas Dinner** (Note: Open only to delegates from outside U.S./Canada)
(Tuesday, August 22) @ \$55.00 \$ _____
- _____ Tickets: **Golden Gavel Luncheon** (Thursday, August 24) @ \$44.00 \$ _____
- _____ Tickets: **Toastmasters & Guests Luncheon** (Friday, August 25) @ \$41.00 \$ _____
- _____ Tickets: **Club Leadership Luncheon** (Friday, August 25) (Open only to DTMs,
1999-2000 and 2000-2001 Club Officers) @ \$41.00 \$ _____
- _____ Tickets: **"High Seas High Jinks" Fun Night** (Friday, August 25) @ \$59.00 \$ _____
- _____ Tickets: **International Speech Contest** (Saturday, August 26) @ \$22.00 \$ _____
- _____ Tickets: **President's Dinner Dance** (Saturday, August 26) @ \$59.00 \$ _____

Check here if you want World Headquarters to preselect your seats. If you do not check this box, you will select from remaining seats on site. (See page 29 for Seat Preselection Information.)

TOTAL \$ _____

Check enclosed for \$ _____ (U.S. Dollars) payable to Toastmasters International. **Cancellation and refund requests will not be accepted after July 15. Cancellations will not be accepted on site. NO EXCEPTIONS!**

WHQ Use Only
T- _____ GG T- _____ SC
T- _____ FN T- _____ DD

(PLEASE PRINT) Club No. _____ District _____
Name _____
Spouse/Guest Name _____
Address _____ City _____
State/Province _____ Country _____ Zip Code _____
Daytime Telephone () _____ E-mail _____

PAYMENT METHOD (U.S. FUNDS):
 MasterCard VISA AMEX
Card Number _____
Expiration Date _____
Signature _____

I need special services due to a disability. Please contact me before the Convention. This is my first TI Convention.



The following listings are arranged in numerical order by district and club number.

DTM

Congratulations to these Toastmasters who have received the Distinguished Toastmaster certificate, Toastmasters International's highest recognition.

Paul W. Wims, 1055-F
 Shirley Love, 6072-1
 Steven Dellaporta, 8221-4
 Kristine Ledbetter-Doan, 895-5
 Nathaniel H. Randall, 51-8
 Susie Walters, 40-9
 Jack Kalia, 3463-9
 Olivia G. Newbury, 1026-12
 George Kan, 7106-14
 Rose W. Johnson, 4309-15
 Andrew J. Yarne, 1564-19
 William J. Eddy, 7515-19
 Char Feldman, 3786-20
 Rick Robinson, 3990-22
 Betty Annis, 122-23
 Thelma A. Chenault, 8362-23
 Leonard G. Malley, 5286-25
 Douglas Gordon, 5780-27
 Camerino Vazquez Martinez, 8244-34
 Larue Coats, 2294-37
 Joseph A. Lee, 6520-38
 Wayne B. Baughman, 1249-40
 Hilda Heinrichs, 2882-42
 Michael S. Schmidt, 7608-44
 John W. Jamba, 9260-47
 Michael R. Schnoke, 9260-47
 Jerry Hadley, 7177-48
 Hoong Wee Min, 5199-51
 Kevin C. Smith, 5301-56
 Peter John Arthur Gaposchkin, 682-57
 Kent L. McKinney, 5229-57
 Brian J. Creamer, 3492-61
 Michel Damico, 5322-61
 Camille Boileau, 9361-61
 James V. Blowers, 8662-66
 Russ Woods, 6965-69
 Maurice Neil Dunn, 9137-69
 Laurie Mc Donald, 3387-70
 Donald H. Hill, 3584-70
 Mervyn Aston, 5073-70
 Dianne Vecchiet, 7681-70
 Alan J. Sharr, 5628-72
 David Nicholas, 7986-73

Anniversaries

April 2000

70 years

San Diego 7-5

65 years

Portland 31-7

60 years

Fort Wayne 159-11

55 years

Willow Voices 304-2
 Spokane Valley 308-9
 Wichita Falls 305-25

50 years

Ed Waite Dawn Patrol 813-2
 West Seattle 832-2
 Arrowhead 788-12
 Burnt Toast 815-12
 Espanola Valley 799-23
 Woodfords 816-45

45 years

Reddy's Toastmasters 1820-3
 Owensboro 1730-11
 Victoria Beaver 790-21
 Arlington Toastmasters 1728-25
 Playground 1797-29
 Sunrises 1188-41
 Coral Gables 1695-47
 Tampa 1810-47
 Farmers Insurance 1703-54
 Rockford 1752-54

40 years

Burien Breakfast 2543-2
 Lakehead 2003-6
 Lexington 3024-24
 Vanderbilt 3061-46
 Skywest 3137-57
 Mount Royal 2827-61

35 years

Sweptwing 52-2
 Coast Toasties 3880-7
 Susquehanna 3898-18
 Dawn Yawn 3218-26
 Starmasters 3883-33
 S C G F 3884-52
 Pioneer Valley 3902-53

30 years

Early Crowers 3280-F
 Early Words 3657-7

Dawn Busters 2169-12
 Noontimers 1345-18
 Woodlawn-Security 2929-18
 Boulder Early Riser 3022-26
 Eastern Middlesex 3565-31
 Federal 3508-33
 Yreka 3623-39
 Steeltown 755-60
 L'Chaim 3769-70

25 years

Downey Breakfast 2741-F
 Union Park 3222-15
 Reedsburg Area 2780-35
 Foliage 840-47
 Talk of the Town 3106-47
 Cigna After Hours 803-53
 1960 North Houston 2659-56
 Laurentien 1400-61
 TM Club Le Marquis 3778-61

20 years

St. Croix 933-U
 Esprit De Corps 2874-U
 Valley 4194-U
 Daybreakers 4155-5
 Capitol 4179-6
 VA Speakeasys 4178-36
 Aggies 4183-37
 El Bohemio 4163-39
 Hilliard 4158-40
 London Western 4189-60
 Phoenix-Toronto 4196-60
 Steelcase 4172-62
 Upper Hutt 2782-72
 Macedon Ranges 4185-73
 San Miguel Corp 4159-75

May 2000

65 years

Lee Emerson Bassett 33-4

55 years

Seattle General 277-2
 Business Mens 281-24
 Centennial 313-64

50 years

Whitehall Triangle 242-13
 Downtown 99-22
 Quannapowitt 849-31
 China Lake 853-33
 Skyliners 831-64
 Johannesburg 113-74

45 years

Roundup 1839-3
 Santa Cruz Downtown 1803-4
 Salinas Sunrise 1829-4

Yawner's Toastmaster 982-7
 Marshalltown 1857-19
 Tally Ho 1826-24
 Summit 1781-46
 Palolo 1780-49
 Kaneohe Bay 1805-49
 Gavel & Glass 1693-60

40 years

Tainan Taiwan 3102-U
 Uttoy 810-14
 Box Elder 794-15
 Plains 3144-42
 Capitol City 2048-55
 Rock Hill 2040-58
 Merrimac 3125-66

35 years

Kirkland Eclectics 822-2
 Granada 1772-3
 Roadrunners 3850-3
 Allen-Bradley 3891-35
 Huntington 1964-46
 Speak-Easy 3235-48
 Executive 3009-62

30 years

Atsugi-Zama 3162-U
 City Power 911-47
 Fermoy 2846-71

25 years

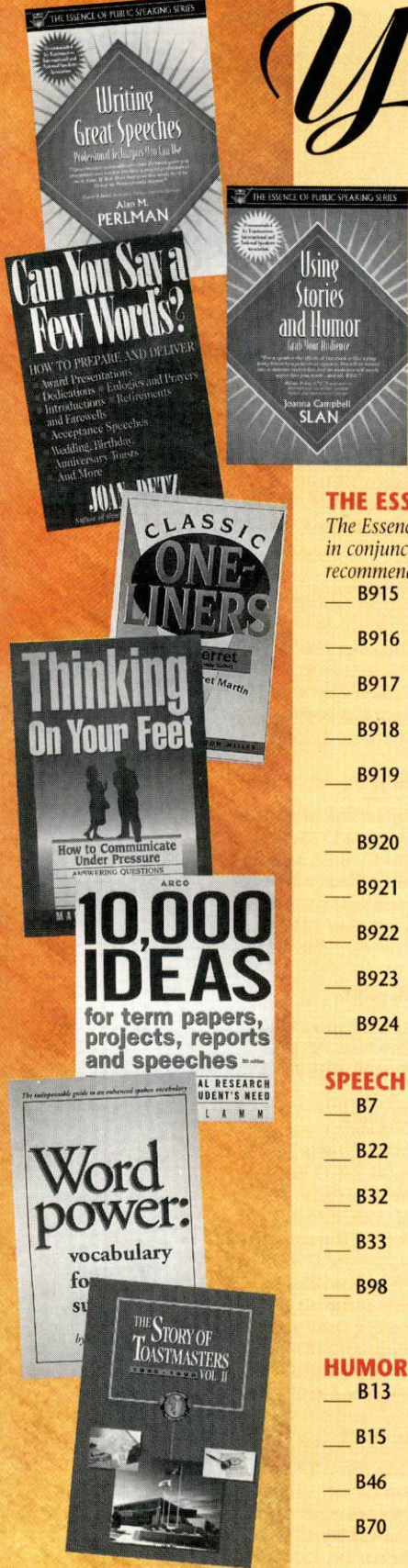
AC Earlyrisers 3646-6
 Speak E-Z 1130-16
 Delta 1678-16
 ADA 1971-16
 Bechtel Powermasters 222-18
 Diplomats 3298-19
 Princeton 925-21
 New Braunfels 1722-55
 Kellogg Quality Community 877-56
 Burdekin 3163-69
 Pakuranga 3830-72
 Ringwood 3805-73

20 years

Lake Forest 4220-F
 San Gabriel Valley Int 4222-F
 Pan-American 4214-U
 Culver City 4211-1
 Switch-On 4224-4
 Butler Expressors 4217-6
 Fairview Heights 4206-8
 TGIF Singles 4199-12
 Rosaland 4202-12
 Twinbrook 4223-36
 Post Oak 3897-56
 Southern Marin 1441-57
 Kew 3270-73
 Valewood 4203-73

Your Success Library

An array of books to help you become a better speaker, listener, thinker, and leader. Great for gifts, too!



THE ESSENCE OF PUBLIC SPEAKING SERIES

The Essence of Public Speaking series is produced by Allyn & Bacon in conjunction with Toastmasters International. We highly recommend these books.

- B915 Writing Great Speeches
By Alan Perlman \$12.00
- B916 Speaking Your Way to the Top
By Marjorie Brody \$12.00
- B917 Speaking for Profit and Pleasure
By William D. Thompson \$12.00
- B918 Using Stories and Humor—Grab Your Audience
By Joanna Campbell Slan \$12.00
- B919 Techedge: Using Computers to Present and Persuade
By William J. Ringle \$12.00
- B920 Motivating Your Audience
By Hanock McCarthy \$14.95
- B921 Delivering Dynamic Presentations
By Ralph Hillman \$14.95
- B922 Speaking for Impact
By Shirley E. Nice \$14.95
- B923 Choosing Powerful Words
By Ronald H. Carpenter \$14.95
- B924 Involving Your Audience—Making It Active
By Karen E. Lawson \$14.95

SPEECH WRITING/PRESENTING

- B7 How to Write and Give a Speech
By Joan Detz \$ 9.95
- B22 Can You Say a Few Words
By Joan Detz \$11.95
- B32 Secrets of Power Presentations
By Peter Urs Bender \$15.95
- B33 Powerful Presentations
By Dawn Frail \$ 3.95
- B98 The Toastmasters International Guide to Successful Speaking
By Michael Aum and Jeff Slutsky \$17.95

HUMOR

- B13 Humor: The Magic of Genie
By Jeanne Robertson \$14.95
- B15 Don't Let the Funny Stuff Get Away
By Jeanne Robertson \$15.00
- B46 Podium Humor
By James C. Humes \$11.00
- B70 Roasts & Toasts
By Gene Perret with Tony Perret Martin \$ 5.95

- B71 A Treasury of Humor
Edited by Eric W. Johnson \$ 5.99
- B76 Classic One-Liners
By Gene Perret \$ 5.99

COMMUNICATION & SELF ENHANCEMENT

- B4 Powerspeak
By Dorothy Leeds \$ 6.99
- B10 The Power of Eloquence
By Thomas Montalbo \$ 7.95
- B27 Thinking on Your Feet
By Marian K. Woodall \$11.95
- B40 101 Ways to Improve Your Communications Skills Instantly
By Jo Condrill, DTM, Past International Director, Toastmasters International, and Bernie Bough, Ph.D., Past International President, Toastmasters International \$14.95
- B41 How to Be a Great Communicator—In Person, On Paper, and On the Podium
By Nido Qubein \$16.95
- B42 You're Speaking But Are You Connecting?
By Margaret F. Hope \$14.95
- B43 Do Not Go Naked Into Your Next Presentation
By Ron Hoff \$ 6.95
- B258 The Situational Leader
Dr. Paul Hersey \$ 7.00
- B906 Make Presentations with Confidence
By Vivian Buchan \$ 6.95
- B913 How to Develop Self-Confidence and Influence People by Public Speaking
By Dale Carnegie \$ 6.99

REFERENCE

- B14 10,000 Ideas \$14.95
- B29 Toasts—Plain, Spicy and Wry
By Perry E. Gresham \$ 5.95
- B72 Wordpower: Vocabulary for Success
By Charles Ickowicz \$ 7.95
- B97 The Toastmasters International's Guide to Powerful Audio/Visual Presentations
By Peter H. Putnam \$ 7.95

THE WRITINGS OF DR. RALPH C. SMEDLEY

- B1 The Story of Toastmasters \$ 7.50
- B12 The Writings of Dr. Smedley \$19.95
- B57 The Great Peacemaker \$ 7.50
- B63 Personally Speaking \$ 7.50
- B2 The Story of Toastmasters, Vol. II \$ 7.50

PAYMENT MUST ACCOMPANY ORDER

- Enclosed is my check in the amount of \$ _____ (U.S. FUNDS)
 Please change my MasterCard / Visa / AmEx (CIRCLE ONE)

Card No. _____
 Exp. Date _____ Signature _____
 Club No. _____ District No. _____
 Name _____
 Address _____
 City _____ State/Province _____
 Country _____ Zip _____ Phone _____

Mail to:

Toastmasters International
 P.O. Box 9052, Mission Viejo, CA 92690 USA
 (949) 858-8255 • FAX (949) 858-1207

NOTE: Book prices are supplied by the publishers and are subject to change without notice.

Merchandise Total _____
 Shipping _____
 CA residents add _____
 7.75% sales tax _____
TOTAL _____

Standard Domestic Shipping Prices - 2000

TOTAL ORDER	SHIPPING CHARGES	TOTAL ORDER	SHIPPING CHARGES
\$0.00 to \$2.50	\$1.35	35.01 to 50.00	\$7.15
2.51 to 5.00	2.70	50.01 to 100.00	8.35
5.01 to 10.00	3.40	100.01 to 150.00	10.70
10.01 to 20.00	4.55	150.01 to 200.00	13.90
20.01 to 35.00	6.05	200.01 to —	Add 7% of total price

For orders shipped outside the United States, see the current Supply Catalog for item weight and shipping charts to calculate the exact postage. Or, estimate airmail at 30% of order total, surface mail at 20%, though actual charges may vary significantly. Excess charges will be billed. California residents add 7.75% sales tax.